

VIRGINIA POLYTECHNIC INSTITUTE AND
STATE UNIVERSITY

UNIVERSITY LIBRARIES

Library Faculty Association

Faculty Affairs Committee

**Procedures on Promotion and
Continued Appointment**

Revised 2002
by the
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1. INTRODUCTION

Virginia Tech librarians are partners with other academic faculty in the pursuit of the university's goals for research, teaching, and outreach. Full-time library faculty holding regular appointments in the University Libraries are subject to evaluation for reappointment, continued appointment, and promotion following the guidelines below. The University Libraries Promotion and Continued Appointment Committee (P&CA Committee) is elected annually and conducts the evaluations.

This document serves as a guide both for candidates who are eligible for reappointment, continued appointment, and promotion in rank, as well as for the individuals charged with the responsibility of evaluating those candidates. It describes in detail the timetable and the policies and procedures associated with all aspects of the review process. In addition, it outlines the basic assumptions and criteria that underlie the process.

1.1 Values and Assumptions

The common good. Promotion and continued appointment are of vital importance to the University Libraries. By having high standards in the criteria for reappointment, promotion, and continued appointment, Virginia Tech librarians seek to uphold the common good. The evaluation process attempts to:

- develop excellent library services for the Virginia Tech community
- attract and retain highly-qualified librarians
- reinforce professional attitudes and encourage individual achievement
- support librarianship within the University Libraries

Mutual commitment. The continued appointment and promotion process recognizes the actual and potential worth of the individual to the University Libraries as well as proven merit and achievement over a period of time. The university supports academic freedom and offers long-term financial commitment. In return the librarian makes an ongoing commitment to the profession of librarianship and to the university. Virginia Tech librarians have an obligation to remain professionally informed, to disseminate the results of their scholarly work, and to seek opportunities for service in order to provide the university with quality support for its research, teaching, and outreach activities.

Fairness. The goal is to establish a system that is equitable in its requirements, that adequately recognizes the differences in individual positions and contributions, and that preserves unity among librarians as a professional group within this academic community.

For the process to work fairly and effectively candidates must present themselves well by using the guidelines spelled out in this document, and the P&CA Committee must evaluate them objectively, with the goals of the University Libraries in mind. Strong candidates and knowledgeable, impartial committee members will ensure that the quality of the University Libraries' faculty is always maintained at a high level. Both rank and continued appointment apply to the individual and not to the position held.

Professional standards. Promotion and continued appointment honor and reward excellence and commitment. No single definition or standard of excellence suitably addresses all aspects of librarianship. Individual differences call for a degree of flexibility in applying criteria. The same criteria for promotion and continued appointment are applied to each candidate's situation, but as different candidates show strengths in varying areas, those strengths will be taken into consideration. In the evaluation process, the quality of professional performance and competence in carrying out one's assigned responsibilities in support of the goals of the University Libraries is of primary importance.

Organizational support. The University Libraries seek to provide the kind of support that encourages maximum growth and development for library faculty. Librarians pursuing reappointment, continued appointment, and promotion should seek advice and mentoring from their supervisors and senior colleagues. In turn, unit heads and senior librarians are encouraged to mentor and support library faculty.

2. FACULTY RANKS AND STATUS

Library faculty are a recognized, special category within the general faculty of Virginia Tech (*Virginia Tech Faculty Handbook* 2.1.2). As professional faculty, librarians are expected to have earned an advanced degree, to regularly "exercise professional discretion and judgment," and "to perform work that is intellectual and varied in character" rather than standardized (*Virginia Tech Faculty Handbook* 2.1.4). They share many of the concerns and responsibilities of the collegiate faculty, including the respect for the principles of academic freedom and professional ethics, and they participate in faculty governance.

Library faculty members in temporary or part-time positions are not eligible for promotion or continued appointment. Faculty members considering changing status from full-time to part-time or vice-versa should read section 2.8.2 of the *Virginia Tech Faculty Handbook* and/or consult the University Libraries' personnel administrator for guidance. Sections 2.8.2 and 2.8.3 of the *Virginia Tech Faculty Handbook* address the issues of probationary periods, leaves of absence, and the application of prior credit towards continued appointment.

2.1 Definition of Faculty Ranks

Ranks of library faculty parallel those of other members of the general faculty: extra-collegiate instructor, assistant professor, associate professor, and professor. However, "specification of faculty rank in the library faculty ... does not imply a particular rank in any collegiate department." (*Virginia Tech Faculty Handbook*, 2.1)

2.1.1 Instructor

The rank of extra-collegiate instructor is the usual rank of initial appointment for library faculty on the continued appointment track. ... Annual appointments may be renewed within the limits of a probationary period. ... A master's degree or

significant professional experience is the minimum expectation for appointment at this rank. (*Virginia Tech Faculty Handbook*, 2.2.1)

This rank is normally assigned to those librarians who have just begun their professional careers or who have served only a short time in a professional capacity. The emphasis at this rank is on developing increasing competence and professional growth, primarily within the context of the policies, needs, services, and resources of the University Libraries and Virginia Tech generally.

2.1.2 Assistant Professor

Appointment to the rank of assistant professor carries with it professional responsibilities in teaching, research, extension, public service, or library services. ... The terminal degree appropriate to the field is expected for appointment to this rank. (*Virginia Tech Faculty Handbook*, 2.2.2)

Whether appointed or promoted to this rank, assistant professors are recognized to be competent, productive, and engaged in the work of the Virginia Tech Libraries, the university, and the profession. Librarians at this rank exercise significant professional judgment in providing service to Virginia Tech while working in a collaborative manner. They exercise some degree of leadership, whether in particular projects or as a consequence of administrative or supervisory duties. They bring the benefits of active participation in university and professional affairs to the University Libraries.

2.1.3 Associate Professor

In addition to the requirements for assistant professor, a person appointed as associate professor must have demonstrated substantial professional achievements by evidence of an appropriate combination of outstanding teaching, creative scholarship, and recognized performance in extension, public service, library, or related academic and professional service. (*Virginia Tech Faculty Handbook*, 2.2.3)

Associate professors bring to bear a broadly informed perspective and a proven record of accomplishment to advance the goals of the University Libraries, the university, and the profession. Significantly beyond the degree expected of an assistant professor, at this level the librarian contributes and leads in professional activities, creatively applies broad and deep abilities in working with an array of audiences, and exerts significant beneficial impact.

2.1.4 Professor

In addition to the requirements for associate professor, appointment to the rank of professor is contingent upon national recognition as an outstanding scholar and educator. (*Virginia Tech Faculty Handbook*, 2.2.4)

Professors' careers show evidence of superior performance at the highest levels of professional responsibility. A librarian at this level demonstrates longstanding leadership in improving library service, creatively solving problems in the Libraries, the university, and the larger communities. Exemplifying the goals of the University Libraries and the highest standards of professional behavior, their contributions to the scholarship and practice of librarianship are of such magnitude as to be recognized widely in and perhaps outside the profession.

3. ASSESSING PERFORMANCE, RESEARCH AND SCHOLARLY ACTIVITIES, AND SERVICE

Evaluations for reappointment, continued appointment, and promotion are based on a review by a committee of peers and represent a separate and distinct process from the annual performance evaluation described in the document, *Faculty Evaluation Procedures* <<http://www.lib.vt.edu/innerlib/LFA/facultyeval.html>>.

The university provost mandates the periodic evaluation of new faculty holding probationary term appointments. The process is designed to ensure quality performance and to assist faculty members in their professional progress by identifying factors needing improvement in order to achieve a positive recommendation for continued appointment. Review by the P&CA Committee is also required for promotion in rank.

The evaluative criteria outlined below are the primary criteria for continued appointment but serve as a framework for all reviews. The relative weights assigned to each criterion will vary according to the candidate's rank and experience. Candidates at all levels must present an excellent record of job performance and show strong commitment to, and potential for, success in the University Libraries and in the profession of librarianship. In addition, as a librarian gains experience, participation in the areas outlined in sections 3.2 and 3.3 below assume increasing importance.

The candidate's performance is assessed in the following primary areas. Activities and accomplishments in other appropriate areas beyond these three may be included in dossiers and will be considered.

3.1 Professional Responsibilities

The practice of librarianship takes place in a variety of settings. In keeping with the multifaceted nature of the discipline, library faculty members engage in a broad spectrum of activities. As specialists in providing access to information, library faculty are involved in the development of resources, collections, and information systems; bibliographic control and organization; instruction, reference, and outreach services; and administration and planning.

Evaluation of professional responsibilities should include but is not limited to the following:

- a. High level of performance, working independently and with initiative. Knowledge of the specifics of one's assigned responsibilities and demonstrated skill in performing those responsibilities. This includes judgment and decision-making abilities, quality of completed work assignments, and the ability to set and accomplish appropriate performance goals.
- b. General knowledge of the profession, including trends, issues, new ideas, and technological changes in librarianship. This includes a demonstrated effectiveness in applying one's expertise to bibliographic techniques, developing timely access to research-level information resources, and offering user-centered library services to support research and teaching in order to meet the needs of the university community.

- c. Commitment to the library's mission as a collaborative partner with members of the university community in meeting the information, curricular, and research needs of students, faculty, and staff of Virginia Tech.
- d. Understanding of the organization, policies, procedures, and services of the University Libraries, and a demonstrated ability to serve the library clientele through interpretation of these policies and procedures.
- e. Demonstrated ability to work cooperatively and collaboratively with library personnel to further the goals of the university.

If the faculty member is in a supervisory position:

- f. Effectiveness in leadership, administration, and supervision of a unit or section of the University Libraries. Ability to train, coordinate, and evaluate personnel, as well as to assist and delegate work in the performance of specific functions essential to the operations of the University Libraries.

3.2 Research, Scholarly, and Creative Achievements

Research may be of several types promoting the discovery, integration, application, and teaching of knowledge. Scholarship of discovery pursues new knowledge. Scholarship of integration synthesizes and interprets knowledge to provide perspective. Scholarship of application solves problems for a larger community using knowledge from one's particular field of expertise. Scholarship of teaching and learning contributes to knowledge about how people learn.

Evaluation of research, scholarly, and creative achievements should include but is not limited to the following:

- a. Research as evidenced by publications. Publications will be evaluated in light of purpose, audience, and potential contribution to the goals of the University Libraries. In general, works that undergo considerable scrutiny before publication (for example by referees, editorial boards, anthology editors, etc.) will be deemed of highest value. See the Virginia Tech Guidelines for Promotion and Tenure <<http://www.provost.vt.edu/fhp/GPT00.html>>, section V, under "Research, Scholarly, and Creative Achievements" for a list of examples of some appropriate publication types for inclusion here.
- b. Presentations at professional meetings, such as papers, workshops, and poster sessions; organizing or chairing sessions at professional meetings.
- c. Teaching and/or development of instructional services, curricula, and programs beyond those specified in the candidate's primary assignment.
- d. Enrollment in, and completion of, continuing education courses and professional certification programs; pursuit of additional graduate degrees bearing on the candidate's area of core responsibility.

- e. Pursuing or receiving grants, awards, scholarships, internships, or other honors giving evidence of scholarly activity and achievement.

3.3 Professional Contributions and Service Activities

A strong service profile at the local, regional, and national levels is highly valued among library faculty. Candidates should demonstrate committed service beyond the assigned area of responsibility to the University Libraries, to the university, and within the library profession. Service within other related areas or academic disciplines is valued, but will not substitute for service in the library profession.

Librarians are expected to actively participate in service activities. Service opportunities may include but are not limited to the following:

- a. Local, state, regional, and national associations. Such participation might include holding office, serving on committees and panels, and organizing events at professional meetings.
- b. University commissions and committees, college and departmental committees, or faculty governance positions
- c. Committees of the University Libraries
- d. University-sponsored events
- e. Consultative or service activities applying one's professional expertise
- f. Outreach activities that benefit the local or state community. (See the Virginia Tech *Guidelines for Promotion and Tenure* <<http://www.provost.vt.edu/fhp/GPT00.html>>, section VI, under "Outreach Professional Accomplishments" for examples.)

4. PROBATIONARY REAPPOINTMENT AND CONTINUED APPOINTMENT

Evaluation of faculty holding probationary term appointments is a procedure mandated by the university provost. The term "probationary period" is applied to the succession of term appointments offered to new faculty, during which evaluation for reappointment and eventual continued appointment takes place.

The evaluation of faculty is a continuous process during the probationary period. It is designed to assist faculty members in their professional progress by recognizing and reinforcing appropriate activities and by identifying factors needing improvement. Faculty members should read section 2.8.2, "Probationary Period," and section 2.8.5.1, "Probationary Reappointment and Continued Appointment," in the *Virginia Tech Faculty Handbook*.

The P&CA Committee evaluates candidates for reappointment and makes a recommendation to the Dean of University Libraries. This evaluation for reappointment differs from the annual performance evaluation described in the document, *Faculty Evaluation Procedures*, in that evaluation for reappointment includes review by a committee of peers, and is not directly related to annual salary adjustments.

4.1 Eligibility for Reappointment

At the time of employment, faculty members are normally offered a two-year appointment, and will be evaluated for reappointment in the fall of the second year of employment. The dean may choose to offer appointments of lengths other than the usual two years.

The beginning of the probationary period for library faculty is from July 1 of the calendar year in which their initial full-time appointment begins, regardless of the month in which their services are initiated. The actual length of service is taken into consideration when the P&CA Committee evaluates the candidates during their initial evaluation. A successful evaluation will lead to a renewed appointment, usually for two years with a second review usually during the fourth year of employment. The third review, usually during but not later than the sixth year, is a mandatory review for continued appointment, which is described in Section 4.3 below.

4.2 Role of the Candidate for Reappointment

Faculty members subject to evaluation for reappointment will be notified by the personnel administrator (see section 10, "Timetable"). Candidates are responsible for electronically submitting a dossier that includes the following:

1. Cover letter written by the candidate introducing him/herself and giving reasons and justification for reappointment. The statement should enable members of the P&CA Committee to understand clearly the candidate's professional aims and achievements.
2. Curriculum vitae. (See Appendix for content and format guidelines).
3. All position descriptions covering the time since the initial appointment or last evaluation for reappointment.
4. References. The candidate for reappointment must list a minimum of three references.
 1. One reference must be the candidate's current supervisor.
 - If the candidate has two current supervisors, both must be listed.
 - If the candidate's current supervisor is the Dean of Libraries, the candidate should select a former supervisor or another appropriate person.
 2. At least one other reference must be from a member of the university faculty.
 3. Other reference(s) should be familiar with the candidate's work or professional activities.

The P&CA Committee may request additional references. In these cases, the committee usually will notify the candidate of this fact and request additional name(s).

References should be selected on the basis of their ability to comment on and evaluate the candidate's work or professional accomplishments. The list of references should include a brief statement of the professional qualifications for each one sufficient to establish the authority of the reference in relation to the specific case under review; ordinarily, two or three sentences will suffice. All letters of reference must be made in writing and in response to the P&CA Committee's request.

5. Summary of activities. The candidate must submit a summary highlighting his/her activities covering the time since the initial appointment or last evaluation for reappointment.

Items 1-5 constitute the official dossier for the candidate and should be submitted in electronic form. Supplementary information may also be included with the dossier and can be submitted in print or electronic form at the candidate's discretion. Copies of articles published or in press should be included here. Other supporting documentation may include unsolicited letters written in support of activities during the given period, teaching evaluations, or other relevant information that would enhance the dossier. The candidate is responsible for contacting the personnel administrator to request copies of relevant material from personnel files to complete his/her dossier.

4.3 Eligibility for Continued Appointment

Evaluation for continued appointment normally is made in the year preceding the end of the probationary period, and after the attainment of the rank of assistant professor. The maximum total period for probationary appointments is six years. Only permanent, full-time, professional service after completion of an ALA-accredited degree will count toward continued appointment. At the time of their initial appointments, the dean notifies faculty members in writing of the conditions regarding continued appointment status. Faculty members are given clear notice of when their probationary term appointments will be considered for renewal and when the mandatory review for continued appointment will take place.

In some cases continued appointment may be granted earlier than the end of the sixth year. Faculty requesting credit toward probationary service at Virginia Tech for appropriate full-time service in another accredited four-year college or university must make this request within one year of the initial appointment. A maximum of three years may be credited, upon the recommendation of the Dean of Libraries, and subject to the approval of the provost (see the *Virginia Tech Faculty Handbook*, section 2.8.3, "Guidelines for the Calculation of Prior Service").

The associate dean is responsible for alerting faculty to and explaining the provisions in the *Faculty Handbook* concerning continued appointment. For additional interpretation, faculty should consult the libraries' senior faculty senator.

4.4 Role of the Candidate for Continued Appointment

Faculty members subject to evaluation for continued appointment will be notified by the personnel administrator (see section 10, "Timetable"). Candidates are responsible for electronically submitting a dossier that includes the following:

1. Cover letter written by the candidate introducing him/herself and giving reasons and justification for continued appointment. The statement should enable members of the P&CA Committee to understand clearly the candidate's professional aims and achievements.
2. Curriculum vitae (see Appendix for content and format guidelines).
3. Current position description. Copies of earlier position descriptions should also be included in the supporting documentation if there have been any significant changes in assigned responsibilities during the time period covered by the summary.
4. References. The candidate for promotion must list a minimum of four references.
 1. One reference must be the candidate's current supervisor.
 - If the candidate has two current supervisors, both must be listed.
 - If the candidate's current supervisor is the Dean of Libraries, the candidate should select a former supervisor or another appropriate person.
 2. At least one reference must be from a person outside of the University Libraries.
 3. Other reference(s) should be familiar with the candidate's work or professional activities.

The P&CA Committee may request additional references. In these cases, the committee usually will notify the candidate of this fact and request additional name(s).

References should be selected on the basis of their ability to comment on and evaluate the candidate's work or professional accomplishments. The list of references should include a brief statement of the professional qualifications for each one sufficient to establish the authority of the reference in relation to the specific case under review; ordinarily, two or three sentences will suffice. All letters of reference must be made in writing and in response to the P&CA Committee's request.

5. Summary of activities. The candidate must submit a summary of his/her activities covering the time since the initial appointment.

Items 1-5 constitute the official dossier for the candidate and should be submitted in electronic form. Supplementary information may also be included with the dossier and can be submitted in print or electronic form at the candidate's discretion. Copies of articles published or in press should be included here. Other supporting documentation may include unsolicited letters written in support of activities during the given period, teaching evaluations, or other relevant information that would enhance the dossier. The candidate is responsible for contacting the personnel administrator to request copies of relevant material from personnel files to complete his/her dossier.

5. PROMOTION IN RANK

Promotion to the ranks of assistant professor, associate professor, and professor requires a record of successful fulfillment of criteria at the lower level, with evidence of increasing competence, as indicated below and in the *Virginia Tech Faculty Handbook*, section 2.8.6, "Promotion in Faculty Rank: Extra-Collegiate Faculty."

Each faculty member is responsible for presenting him/herself for promotion. The criteria listed below are the minimum for each level of promotion, and the librarian may decide on the appropriate time to apply. Length of service will be counted from July 1 of the calendar year in which the candidate joined the faculty to the date on which promotion would become effective.

5.1 Eligibility

Every candidate for promotion will have earned a master's degree in librarianship from an ALA-accredited program or its equivalent. Moreover, the basic pattern of eligibility for promotion, based on years of experience and length of service in the University Libraries, is:

Instructor to assistant professor: three years of professional library experience with at least two of these years as an instructor in the University Libraries. (The final decision for promotion to this rank is made by the dean, and the promotion decision is not forwarded to the University Promotion and Continued Appointment Committee for Extra-collegiate Faculty (*Virginia Tech Faculty Handbook*, 2.1.2)).

Assistant professor to associate professor: six years of library experience, with at least two of these years as an assistant professor in the University Libraries.

Associate professor to professor: eight years of library experience, with at least two of these years as an associate professor in the University Libraries.

5.2 Criteria for Promotion

Along with the faculty assessment criteria in section 3 of this document, the P&CA Committee will use the following additional criteria to assess quality of performance and professional achievement.

1. **Instructor to assistant professor:** The candidate shows potential for a promising career in librarianship, a record of successful performance of work, and demonstrated potential for a range of professional activity outside the University Libraries in the future.
2. **Assistant professor to associate professor:** In addition to the criteria for the previous rank, the candidate shows a record of continued success in the performance of more advanced, complex professional work and in service to the university community. Evidence of achievement in the area of research, scholarly, and creative achievements (see section 3.2) in the field of librarianship along with sustained professional contributions at the state, regional, and/or national level is expected.

3. **Associate professor to professor:** The university's mission and commitment as a major research institution requires high accomplishment for promotion to professor. In addition to the criteria for the previous rank, the candidate will have made exemplary contributions to the University Libraries and to the profession. Evidence of national or international reputation and recognition for his/her contributions is required. Faculty members must demonstrate excellence in two of the three areas of the evaluation criteria, one of which must be research, scholarly, and creative achievements.

5.3 Role of the Candidate for Promotion

Candidates who plan to apply for promotion must notify the personnel administrator by the deadline given (see section 10, "Timetable"). Candidates are responsible for submitting a dossier that includes the following:

1. Cover letter written by the candidate introducing him/herself and giving reasons and justification for promotion. The statement should enable members of the P&CA Committee to understand clearly the candidate's professional aims and achievements.
2. Curriculum vitae (see Appendix for content and format guidelines).
3. Current position description. Copies of earlier position descriptions should also be included in the supporting documentation if there have been any significant changes in assigned responsibilities during the time period covered by the summary.
4. References. The candidate for promotion must list a minimum of four references.
 1. One reference must be the candidate's current supervisor.
 - If the candidate has two current supervisors, both must be listed.
 - If the candidate's current supervisor is the Dean of Libraries, the candidate should select a former supervisor or another appropriate person.
 2. At least one reference must be from a person outside of the University Libraries.
 3. For promotion to the rank of associate professor or higher at least one must be from outside of Virginia Tech.
 4. Other reference(s) should be familiar with the candidate's work or professional activities.

The P&CA Committee may request additional references. In these cases, the committee usually will notify the candidate of this fact and request additional name(s).

References should be selected on the basis of their ability to comment on and evaluate the candidate's work or professional accomplishments. The list of references should include a brief statement of the professional qualifications for each one sufficient to establish the authority of the reference in relation to the specific case under review; ordinarily, two or three sentences will suffice. All letters of reference must be made in writing and in response to the P&CA Committee's request.

5. Summary of activities. The candidate must submit a summary of his/her activities covering the time since the initial appointment or from the last promotion.

Items 1-5 constitute the official dossier for the candidate and should be submitted in electronic form. Supplementary information may also be included with the dossier and can be submitted in print or electronic form at the candidate's discretion. Copies of articles published or in press should be included here. Other supporting documentation may include unsolicited letters written in support of activities during the given period, teaching evaluations, or other relevant information that would enhance the dossier. The candidate is responsible for contacting the personnel administrator to request copies of relevant material from personnel files to complete his/her dossier.

The candidate need submit only one dossier even if applying for promotion in addition to a mandatory review for reappointment or continued appointment. In this case, the dossier should cover the larger of the two time frames covered by the review.

6. THE UNIVERSITY LIBRARIES PROMOTION AND CONTINUED APPOINTMENT COMMITTEE

6.1 Composition

The P&CA Committee consists of seven members, including the Associate Dean of Administrative Services who chairs the committee but does not vote. The other members (five voting plus one alternate) are elected by the library faculty according to the following criteria:

- All members must have continued appointment or tenure, and must have worked at the University Libraries for at least two years.
- No more than three members may be elected from each academic rank.
- Faculty whose dossiers will appear before the committee during the upcoming review cycle are not eligible for election.
- Faculty members who are serving on the University Promotion and Continued Appointment Committee for Extra-Collegiate Faculty are not eligible for election.

6.2 Election of Members

Elections for the P&CA Committee are held in the early fall of each year. All library faculty holding or eligible for continued appointment, with the exception of the dean, may vote. The LFA Executive Board conducts elections.

6.3 Role of the Committee

Representing library faculty as embodied in this document, the P&CA Committee reviews the credentials of candidates for reappointment, continued appointment, and promotion and makes recommendations about them to the Dean of Libraries. The committee remains in office for an entire year.

In addition to applying the principles, procedures, and timetable specified elsewhere in this document, the committee has particular obligations regarding librarians early in their Virginia Tech careers:

- The committee is convened whenever a new faculty appointment is to be made, in order to recommend a suitable rank, based on the criteria for promotion and continued appointment.
- In cases of reappointment, the P&CA Committee will review the candidate's progress, based on the criteria for continued appointment. The committee will bear in mind the candidate's length of service and professional commitment as shown in his/her documentation, and will evaluate the candidate's potential for successfully meeting the criteria for continued appointment. In its evaluation the committee should address the candidate's strengths and weaknesses and suggest ways in which the faculty member can strengthen his/her future candidacy for continued appointment. In cases where the committee recommends to the dean against reappointment, the letter must give specific reasons for the decision.

6.4 Procedures

The dean's secretary obtains copies of the dossiers from the personnel administrator, and distributes them to the P&CA Committee members one week prior to the committee's first deliberative meeting. Candidates are generally considered in the following order:

1. Candidates for probationary reappointment
2. Candidates for continued appointment
3. Candidates for promotion

All candidates are voted on by the committee. Abstentions from voting are not permitted, except that the chair and alternate do not vote. It is necessary for all members of the committee, including the alternate, to be present for deliberations and voting. If a member is absent, the alternate serves and votes in his/her place. For each candidate, the tally of the committee vote is recorded and included in the minutes. The letters to the candidate and the dean state "favorable" or "unfavorable" but do not show the actual vote count.

The committee's secretary compiles the covering letters recording the recommendation of the committee for each candidate, and the reasons for that recommendation, and signs them. The committee reviews the dossier, and may suggest that a candidate make changes to enhance his/her presentation if the dossier will be going on for consideration by the University Promotion and Continued Appointment Committee for Extra-collegiate Faculty. The committee's chair forwards the official dossier and covering letter to the dean, and discusses the committee's recommendations with him/her. The chair sends the copy of the committee's letter to the dean to the candidate.

All deliberations of the P&CA Committee are strictly confidential. Once the official dossiers and recommendations have been forwarded to the University Promotion and Continued Appointment Committee for Extra-collegiate Faculty by the dean, the P&CA Committee members destroy their copies of the dossiers.

7. ROLE OF THE DEAN OF LIBRARIES

The dean reviews the documentation and recommendations of the P&CA Committee, and makes his/her own decision on each candidate. In the case of a negative decision, the dean prepares a letter indicating this decision for the candidate's personnel file. Prior to the dean's communication with the candidate, the dean meets with the committee to inform it of his/her decisions. The dean meets with each candidate and informs each candidate in writing of his/her decision.

The dean forwards the following to the University Promotion and Continued Appointment Committee for Extra-collegiate Faculty:

1. A statistical summary of the total actions in the library in each promotion category and for each continued appointment, including the number recommended and rejected by the P&CA Committee.
2. A statement describing the composition of the P&CA Committee and its procedures.
3. An organization chart of the University Libraries, indicating the positions held by the candidates for promotion and continued appointment.
4. The official dossier of each recommended candidate, to which the dean adds a covering letter giving his/her own recommendation.
5. The official dossier of each candidate for whom the P&CA Committee's vote was favorable, but the dean's recommendation was negative, if the candidate has requested an appeal as stated in section 9, "Appeals".

The dean presents the libraries' candidates to the university committee, and answers questions regarding the candidates and the guidelines used by the University Libraries. The provost notifies the dean, who, in turn, notifies the candidates and the P&CA Committee of the decisions made by the university committee. A copy of the letter stating the final decision is placed in the candidate's personnel file.

8. UNIVERSITY PROMOTION AND CONTINUED APPOINTMENT COMMITTEE FOR EXTRA-COLLEGIATE FACULTY

8.1 Composition

The committee is described in the *Virginia Tech Faculty Handbook*, section 2.8.6. The library has three representatives on the committee: the Dean of Libraries, one member elected by the library faculty, and one member appointed by the dean. The two faculty members are appointed for three-year staggered terms. These two positions must be filled before the library's P&CA Committee election (see section 10, "Timetable").

For the elected position, if there is a vacancy LFA holds an election of nominees from the eligible members. The dean forwards the names of the two members with the highest number of votes to the provost, who selects the committee member. For the appointed position, if there is a vacancy the dean identifies an eligible faculty member to serve on the committee and submits the name to the provost.

8.2 Eligibility

Only those faculty members eligible for election to the P&CA Committee are eligible for nomination to the University Promotion and Continued Appointment Committee for Extra-Collegiate Faculty (see section 6.1). While serving on the university-level P&CA Committee, the library faculty members are ineligible for election to the University Libraries P&CA Committee. It is highly desirable though that the individual selected have recently served on the library P&CA Committee to ensure familiarity with its practices and procedures.

9. APPEALS

Negative decisions may be appealed. Appeals to the provost must be filed, in writing, within fourteen (14) calendar days of formal notification of the decision.

The candidate should consult the *Virginia Tech Faculty Handbook*, section 2.8.5, "Appeals of Decisions on Reappointment, Tenure, Continued Appointment, or Promotion," for formulation of the appeal. The candidate may also consult one of the library's faculty senators for interpretation and advice about the appeal.

As defined in the *Virginia Tech Faculty Handbook*, Section 2.12.1, "Valid Issues for Grievance," matters of promotion and continued appointment are non-grievable issues.

9.1 Promotion Decisions

If the decision against promotion is reached by the provost on a positive recommendation of the University Promotion and Continued Appointment Committee for Extra-Collegiate Faculty, the candidate may appeal to the president. (*Virginia Tech Faculty Handbook*, section 2.8.6, "Continued Appointment and Promotion in Faculty Rank: Extra-Collegiate Faculty").

9.2 Reappointment Decisions

A decision for non-reappointment to a term appointment or to continued appointment, based primarily on performance evaluation, is final if it is reached by the University Libraries P&CA Committee and is sustained by the dean (*Virginia Tech Faculty Handbook*, section 2.8.5.1). If the dean's decision, be it positive or negative, is in contradiction to the P&CA Committee's recommendation, the dean meets with the committee regarding the reasons for his/her decision, prior to the dean's communication with the candidate. If the dean's decision is negative, the candidate may appeal the dean's decision to the provost and ask that his/her dossier be forwarded for review by the university committee. If the dean's decision is positive, the dossier will be forwarded without further action by the candidate.

10. TIMETABLE

The following timetable describes the sequence of events for the P&CA cycle. Exact dates will vary year by year and will be noted in the University Libraries Planning Calendar.

Month(s)	For the Candidate:	Complete Calendar of Events:
July	All faculty are notified at the start of the process.	The libraries' personnel administrator advises all faculty without continued appointment of their current status, and notifies faculty scheduled for evaluation for reappointment. The personnel administrator also requests letters of intent from faculty planning to apply for promotion.
August	<p>Letters of intent from faculty planning to apply for promotion are due.</p> <p>As chair of the P&CA Committee, the associate dean holds a workshop for candidates for reappointment, continued appointment, and promotion on preparing dossiers.</p>	<p>If needed, a new representative to the University Promotion and Continued Appointment Committee for Extra-collegiate Faculty is selected (see section 8 for details).</p> <p>This process must take place before the September election of members to the Libraries' P&CA Committee.</p> <p>Letters of intent from faculty planning to apply for promotion are due. The personnel administrator compiles a list of all faculty eligible for election to the P&CA Committee and forwards it to the Library Faculty Association president.</p> <p>Faculty who are unable to serve due to extenuating circumstances should send a letter of explanation to the LFA president. The two members serving on the university-level P&CA Committee are also excused. The remaining names make up the list of eligible committee members.</p> <p>As chair of the P&CA Committee, the associate dean holds a workshop for candidates for reappointment, continued appointment, and promotion on preparing their dossiers.</p>
September		<p>The LFA executive board holds an election, usually in conjunction with the monthly meeting, and announces the P&CA Committee members.</p> <p>This election must be held after the appointment of a faculty member to the University Promotion and Continued Appointment Committee.</p>

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<p>Late September to Early October</p>	<p>Candidates submit their completed dossiers to the personnel administrator.</p>	<p>Candidates for reappointment, promotion, and continued appointment submit their completed dossiers to the personnel administrator.</p> <p>The personnel administrator ensures that the dossiers are prepared for the P&CA Committee meeting.</p>
<p>October to January</p>		<p>The P&CA Committee begins meeting; the meeting schedule varies to accommodate the number of candidate dossiers to be reviewed.</p>
<p>Mid – January to Early February</p>	<p>The candidate receives a copy of the P&CA committee's letter to the dean stating the committee's decision.</p> <p>The dean notifies each candidate of his/her decision, and explains the reasons for the decisions.</p>	<p>The P&CA Committee completes its deliberations and forwards its recommendations to the dean. The candidate receives a copy of the letter to the dean stating the committee's decision.</p> <p>The dean reviews the committee's recommendations, makes his/her decision on each candidate, and discusses the decisions with the P&CA Committee chair.</p> <p>The dean notifies each candidate of his/her decision and explains the reasons for the decisions.</p>
<p>February</p>	<p>Candidates wishing to appeal a decision may follow the appeal procedures (see Appeals Section in this document).</p>	<p>Candidates wishing to appeal a decision may follow the appeal procedures (see section 9, "Appeals").</p> <p>The personnel administrator ensures that the dossiers are prepared for the University P&CA Committee for Extra-Collegiate Faculty. All relevant materials are also sent to the provost's office.</p>
<p>March</p>	<p>The provost notifies the candidate of the decision of the university-level P&CA committee.</p>	<p>The University P&CA Committee for Extra-Collegiate Faculty meets and makes its final recommendations to the provost. The provost notifies the candidate of the decision of the committee.</p>
<p>June</p>		<p>Promotion and continued appointment decisions are announced following the Board of Visitors' meeting.</p>

11. FILES

Files for reappointment, promotion, and continued appointment are maintained by the personnel administrator, but are kept separate from individual personnel files.

The files contain all the documentation pertaining to the reappointment, promotion, and continued appointment procedures, including original dossiers and related documentation, as well as P&CA Committee minutes and recommendations. Copies of letters indicating the final decisions on reappointment, promotion, and/or continued appointment are placed in individuals' personnel files.

The files are kept in closed storage for at least one year beyond the statute of limitations, after which the Associate Dean of Administrative Services is responsible for ensuring that the files are shredded.

12. OTHER

Each member of the University Promotion and Continued Appointment Committee for Extra-collegiate Faculty will be provided with a current copy of *Procedures on Promotion and Continued Appointment: University Libraries*.

The dean's office provides stenographic assistance to the secretary of the P&CA Committee.

The strict confidentiality of the P&CA Committee deliberations is announced by the chairperson at the onset, and recorded by the secretary. In particular, committee member voting will remain confidential and should not be communicated to the candidate.

The Associate Dean of Administrative Services acts as equal rights interpreter.

Except in cases of mandatory continued appointment consideration, a candidate may request, in writing, at any time, that his/her case be dropped from consideration. If the request for withdrawal is made prior to committee considerations, the request and the dossier may be removed from the promotion files. If consideration has been given, the documents will remain in the files.

Responsibility for updating of this document rests with the LFA Faculty Affairs Committee. Proposed revisions will be submitted to the faculty at least two weeks prior to a vote of the membership of LFA. A simple majority of members is required for approval. Copies of the revised document will be forwarded to the Dean of Libraries, the personnel administrator, and to the provost and made available to library faculty.

13. APPENDIX:

13.1 Curriculum Vitae

The curriculum vitae must be typed, using letterhead stationery for the first page. It must list the information in the order given below. Categories for which the faculty member has nothing to include should be excluded from the vita. Each page should display, in the upper right-hand corner, the words, "Curriculum vitae" and the page number: e.g. Curriculum vitae, page 4.

NAME

HOME ADDRESS

EDUCATION (degree, subjects, place, date; in reverse chronological order; degrees in progress)

SCHOLARSHIPS AND FELLOWSHIPS

EMPLOYMENT HISTORY (inclusive dates, title, rank, institution, and address; in reverse chronological order)

HONORS AND AWARDS (title, description, etc.)

MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS (with inclusive dates of membership; LFA membership must not be included)

PARTICIPATION IN PROFESSIONAL ORGANIZATIONS (offices held, committee appointments, etc., with dates; conference attendance without participation is included in activity reports only; LFA offices and committee work may be included)

CONSULTANT SERVICES, SURVEYS, PANELS, SERVICE ACTIVITIES (with dates and descriptions)

PUBLICATIONS RELATED TO LIBRARIANSHIP (in-house publications of substance may be included)

OTHER PUBLICATIONS

13.2 References and Acknowledgements

The University Libraries have long had a well-documented process in place for promotion and continued appointment. In drafting this version, the LFA Faculty Affairs Committee reviewed relevant documentation in the spring of 2002 from the SCHEV list of peer institutions for Virginia Tech as well as from top 21-30 schools. In particular, elements of policies from Duke University, the University of Colorado, and the University of Maryland were incorporated into the revisions. The universities from which policies were obtained include the following:

Colorado State	University of California, Berkeley
Cornell	University of California, Davis
Duke	University of Arizona
Georgia Tech	University of Colorado
Iowa State	University of Florida
Michigan State	University of Illinois
Ohio State	University of Maryland
Penn State	University of Michigan
Purdue	University of Missouri, Columbia
Rutgers	University of Southern California
SUNY Buffalo	University of Tennessee, Knoxville
Texas A&M	Yale

Selected References:

American Council on Education and American, Association of University Professors, and United Educators Insurance. *Good Practice in Tenure Evaluation* (2000), <http://www.acenet.edu/bookstore/pdf/tenure-evaluation.pdf>, (accessed April 2002).

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