

PERSONNEL DOCUMENT:
POLICIES GOVERNING FACULTY AND NON-CLASSIFIED SERVICE
IN THE UNIVERSITY OF ARKANSAS LIBRARIES
(Excluding Law Library)

*Evaluative criteria, Procedures, and General Standards
For Initial Appointment, Successive Appointments,
Promotion, Tenure, and Annual Review of Faculty and For
Appointment and Annual Review of Non-Classified Staff*

This document governs departmental procedures in the selection, retention, promotion, and evaluation of tenure-track faculty and in the selection and evaluation of non-classified staff, effective July 1, 2000. It has been adopted by the library faculty on June 28, 2000, and subsequently approved by the Dean of Libraries, the Provost and Vice Chancellor for Academic Affairs, the Chancellor, and the President of the University of Arkansas, as indicated by the signatures below.

These policies are required to be consistent with and complementary to policies and procedures of the institution, as set forth in the "Evaluative Criteria, Procedures, and General Standards for Initial Appointment, Successive Appointments, Promotion, and Tenure," and those of the Board of Trustees as set forth in board policy 405.1. In case of conflict, the board policy, the campus policy, and the policy of the University Libraries will have authority in that order. Copies of the campus document and board policy statement are published annually in the Faculty Handbook, but revisions occur regularly, and care should be taken to consult the current document. A copy of the current Faculty Review Checklist is also printed in the Faculty Handbook for use in annual review and by faculty being considered for reappointment, promotion, tenure, or for appointment as university or distinguished professor.

All decisions in selection, retention, promotion, and termination of faculty shall be made on the basis of professional merit, the quality of performance of assigned duties, and the quality of or potential for contribution to the Libraries and the University. Exceptions are based on financial exigency or reduction or elimination of programs. The potential for contribution shall include enhancement of campus racial or sexual diversity; otherwise, judgments based on attributes of the candidate that are not relevant to professional performance such as race, color, religion, gender, sexual preference, national origin, disability or veteran's status are prohibited.

APPROVALS

Signature of Juana R. Young	September 15, 2000
_____	_____
Acting Director of Libraries	Date
Signature of Bob Smith	September 19, 2000
_____	_____
Provost and Vice Chancellor for Academic Affairs	Date
Signature of John White	September 22, 2000
_____	_____
Chancellor	Date
Signature of Alan Sugg	October 9, 2000
_____	_____
President	Date

UNIVERSITY LIBRARIES PERSONNEL DOCUMENT

Introduction

The primary mission of the University Libraries is to support the instructional, research, and public service programs of the university. The Libraries accomplish this by promoting and facilitating the effective use of recorded information in all formats. Library resources and services are to be commensurate with, and in some cases should anticipate, the demands placed on them by the programs of the colleges and the faculty.

The standards and criteria established herein are intended to ensure the selection and retention of library faculty and non-classified staff who are capable of rendering library service of the highest quality. Each faculty member's ability to fulfill this aspect of the library's mission shall be determined by assessing his/her achievements in the areas of professional performance, service, and scholarly or creative activities. The library faculty's role in the selection, retention, promotion, and evaluation of its faculty, and in the selection and evaluation of non-classified staff, is to advise and counsel. The recommendations of the faculty shall be a matter of record.

A calendar of library deadlines and important dates shall be distributed each year, along with the university calendar. The sequence of events is arranged to ensure compliance with deadlines dictated by campus and board policies; the calendar may be revised as needed to maintain compliance. Any changes in University policies concerning criteria or procedures shall be reported to the library faculty within four weeks of the date the changes are made.

PART 1. POLICIES GOVERNING TENURE-TRACK FACULTY

I. Initial Appointment

A. Minimum Qualification for Library Faculty Appointment

Appointment to library faculty positions requires a master's degree from a library school accredited by the American Library Association. In certain instances, a master's degree or doctoral degree in another discipline may be accepted in lieu of a library science degree if the duties of the position in question require special knowledge of that discipline.

B. Criteria for Initial Appointment at, and for Promotion to, Each Rank

Library faculty may be appointed to the following academic non-teaching titles: assistant librarian, associate librarian, and librarian. Individuals holding non-teaching titles shall also receive faculty rank as indicated in board policy 405.1. Titles describing position responsibilities shall be used as needed (e.g., head of the Reference Department). In addition to the minimum qualification required for appointment, specific criteria pertaining to each title (and rank) consist of the following:

1. Assistant Librarian (Assistant Professor)

- a. A good record of academic and/or work experience documented by letters of reference
- b. A knowledge of library functions and organization that can be used effectively to further the goals and mission of an academic library
- c. The potential for a successful career in an academic library

2. Associate Librarian (Associate Professor)

- a. All of the criteria required for appointment to the assistant librarian title and assistant professor rank
- b. Above-average professional performance in previous positions, documented by letters of reference or other evidence provided
- c. Clear evidence of a high standard of achievement in professional development, scholarship, and creative activity

- d. Involvement in service activities to the library, the university, and/or the profession
- e. Effectiveness in the application of specialized skills useful in solving library problems
- f. Potential for effective leadership

3. Librarian (Professor)

- a. All of the criteria required for appointment to the assistant and associate librarian titles and corresponding ranks
- b. Excellent professional performance in previous positions, documented by letters of reference or other evidence provided
- c. Significant achievement in the areas of professional development, scholarship, and creative activity
- d. Meaningful contributions to the library, the university, and/or the profession
- e. Continued growth through experience in positions of increasing responsibility, or the application of greater knowledge and skill in an area of expertise
- f. Demonstrated, successful leadership

C. Search Committees

GOAL. Recruitment of library faculty at the University of Arkansas is a cooperative activity involving university administrative staff, library administrative staff, and a search committee. The goal of the search is to select the best possible applicant for the position, in conformity with the legal, professional, and institutional obligations, including affirmative action guidelines, through an open and equitable process, with as much dispatch and efficiency as the circumstances permit.

COMPOSITION. The dean of libraries appoints each search committee and designates a chairperson. Size and composition of the committee shall depend upon the nature of the vacancy to be filled. In general, there will be four to seven members, drawn from the department in which the vacancy occurs and from other departments. Support staff as well as library faculty may serve, and in some cases committee members may be recruited from outside the library.

FUNCTION. The committee's responsibilities are to solicit and screen applications, to recommend candidates to be interviewed, and to facilitate the interview process. The committee reports to the dean of libraries, recommending a specific candidate or ranking the applicants. Guidelines and procedures for search committees are detailed in the manual available from the dean's office.

D. Initial Appointment Rank

The rank conferred with an initial appointment is based on the qualifications and experience of the candidate. If the search committee, the candidate(s), or the dean considers that initial appointment at a rank higher than assistant librarian might be appropriate, the dean shall forward the candidate's credentials to the appropriate personnel committee for review and a recommendation of initial rank. The dean must secure approval from the vice chancellor for academic affairs to extend an offer of appointment to any candidate. After a candidate has accepted an offer, s/he shall be sent a letter of appointment that includes a formal statement of duties and responsibilities.

E. Initial Appointment and the Tenure Decision

When candidates are considered for initial appointment with tenure, the dean shall forward the credentials of the candidate of choice to the Tenure Committee for review and a recommendation. Upon this recommendation and with concurrence of the chief academic officer and chief executive officer of the campus, new appointees at the rank of associate librarian or librarian may be granted immediate tenure.

F. Orientation of New Faculty

- 1. Within thirty days after a new faculty member's first appointment, the dean shall provide him/her with copies of the criteria, procedures, and instruments used in assessing faculty members' work.

2. Within thirty days after his/her appointment, the new faculty member shall meet with his/her supervisor and the division head to discuss (1) the duties and responsibilities of the position and (2) the responsibilities of faculty members. Discussion should include the philosophy and purpose of scholarship and service as they relate to library work in an academic institution. They should establish the faculty member's interests related to scholarship and service and should agree on possible activities in these areas. Formal and informal cooperative training between departments may be initiated where a faculty member's duties cross departmental lines (e.g., a cataloger assigned to rare books or music might need orientation to the procedures and services of Special Collections or the Fine Arts Library).
3. After this discussion, the faculty member shall write a statement of assigned duties and responsibilities to clarify the general description of the position in the letter of appointment. The statement must be approved by the supervisor and reviewed by appropriate division heads and the dean. It shall be the basis of the annual review of the faculty member.

II. Annual Review

A. Annual Review Purpose and Timetable

1. All faculty shall be reviewed on an annual basis. The annual review of each faculty member shall provide the primary basis for recommendations pertaining to reappointment, salary, work assignment, promotion, granting of tenure, non-reappointment, and dismissal. Furthermore, this review shall provide guidance and assistance to all faculty in their professional development in the areas of performance, scholarly and creative activity, and service. Faculty members shall be reviewed by their appropriate faculty supervisors, by their peers, and by the dean.
2. The period covered by the review is the fiscal year--July 1 through June 30. For new faculty the period covered shall be the time since initial appointment through June 30. For the purposes of this policy, the following definitions shall apply: annual review is the process; Faculty Review Checklist is the university form; the Evaluation Form (parts A and B) is the library form for use by supervisors; and annual review documents consist of these forms, a current statement of duties and responsibilities, and any accompanying related materials.
3. At the beginning of the academic year each faculty member, in consultation with his/her supervisor and the appropriate division head, shall modify the statement of duties and responsibilities as necessary to describe his/her specific assignment. Since evaluation of library faculty is subdivided into the three categories of performance, scholarship, and service, the statement of duties and responsibilities should include goals for scholarship and service as well as for performance. This statement shall serve as the basis for the review during the following year.

Standards of evaluation are listed on the evaluation forms, and levels of achievement are defined. The reviewer shall check the applicable level of achievement in each category.

4. Within thirty days of appointment for new faculty and by the date specified in the calendar each year for other faculty, the dean of libraries shall advise each faculty member of the criteria and procedures and the instruments to be used for the current year.
5. A comprehensive cumulative record of annual review documents and summaries of annual discussions with the evaluating official shall be maintained in each individual's personnel file and shall be made available to the faculty member upon request.

B. Annual Review Procedures

1. To begin, each faculty member shall prepare a self-evaluation, following the order of the outline in the campus Faculty Review Checklist and noting the most important achievements and contributions in each

category. Related materials, such as evaluations or recommendations from colleagues or clientele, may accompany the Checklist.

2. Copies of the Faculty Review Checklist and accompanying materials shall be submitted to faculty supervisors. Tenured faculty shall also submit these materials to the Dean's Office for the Post-Tenure Review Committee.
3. The faculty supervisor shall complete the Evaluation Form for each category. (For non-tenure-track faculty, see Part 2, Section IIB.) Faculty supervisors shall use their best judgment in assigning ratings with the emphasis on the departmental perspective. The supervisor shall also provide written comments.
4. The faculty supervisor shall schedule a conference with the faculty member to discuss all issues relating to the review. The faculty member may write a response to the evaluation if desired. Both the supervisor and the faculty member shall sign the evaluation form to indicate that the faculty member has knowledge of the evaluation and the rationale for it. The supervisor shall forward the annual review documents to the dean after review by the appropriate division head; the faculty member and supervisor shall retain copies.
5. Upon completion of its work, the Post-Tenure Review Committee shall present a copy of its evaluation to the faculty member under review. After the faculty member has returned the signed evaluation and any response, the Post-Tenure Review Committee shall forward copies of its evaluation and any response to the Dean of Libraries and to the appropriate department and division heads. The Post-Tenure Review committee shall also return annual review documents to the dean.
6. The dean shall forward to the Reappointment Committee the annual review documents of tenure-track faculty who are not candidates for tenure (See Part 1. Section III. B. of this document). Upon completion of its work, the Reappointment Committee shall present a copy of its evaluation to the faculty member under review. After the faculty member has returned the signed evaluation and any response, the Reappointment Committee shall forward copies of its evaluation and any response to the Dean of Libraries and to the appropriate department and division heads.
7. The dean of libraries, serving as "department head" within the university's administrative structure, shall also meet with each faculty member to discuss all issues relating to the annual review, including identification of faculty development needs and of any problems in performance. The dean may add written comments on the faculty member's performance in the space provided on the Evaluation Form. The faculty member may submit within five days a written response to the dean, to be forwarded with the dean's assessment and recommendation to the appropriate department and division heads.
8. The dean of libraries shall determine annual salary adjustments for library faculty after meeting with each faculty member and consulting annual review documents and **committee** evaluations.

III. Successive Appointments

A. Reappointment of Tenured Faculty Members

Tenured faculty members have a right to a next successive appointment except for the reasons for termination specified by the Board of Trustees policies.

B. Reappointment of Tenure-Track Faculty Members

1. Introduction

Tenure-track faculty are reviewed during each year of their probationary period to assess their suitability for reappointment. Assessment of the work of library faculty members must take into account the wide range of their professional assignments and the diversity of their clientele and professional relationships. Nevertheless, each tenure-track librarian should be moving year by year toward tenure, making specific and continuous progress in performance, scholarship, and service.

2. Composition and Election of Reappointment Committee

The Reappointment Committee consists of five tenured faculty members elected by the entire library faculty. Service on this committee is a duty, and nomination may be declined only in exceptional circumstances and with the consent of the Faculty Concerns Committee. The term of office is two years, with two or three members being elected each year. A committee member may not serve a second term until two years have passed since the conclusion of his or her previous term.

The chair of the Faculty Concerns Committee shall distribute to all faculty a list of faculty members eligible for service on the Reappointment Committee and shall announce the date of the election. Faculty members are allowed one vote for each open position on the committee. Voting is by secret ballot. Those two or three candidates receiving the most votes are elected, and election may not be declined. The term of service on the committee begins July 1 following the election.

3. Reappointment Committee Procedures

The Reappointment Committee shall convene to elect a chairperson and to review the committee's charge, responsibilities, and procedures. The chairperson is chosen by the committee from one of the returning members. The dean shall forward to the chairperson of the Reappointment Committee the annual review documents of all tenure-track faculty except those who are in their final probationary year. The committee shall reconvene to consider reappointment of these faculty. They will base their evaluation on the most recent annual review and on previous reappointment reports when available. The Reappointment Committee may request written clarification of the annual review documents from the faculty member and supervisor. After discussion of each faculty member's annual review documents, the committee shall vote whether or not to recommend reappointment. The committee shall prepare a report which the faculty member shall sign to indicate that he or she has read it. The tenure-track faculty member may request a meeting with the Reappointment Committee or its chair at any point during their deliberations and/or within five days of receipt of the committee report. The committee will forward its report and the annual review documents to the dean.

4. Reappointment Decision

The dean shall decide for or against reappointment of a probationary faculty member after consulting the reports of the Reappointment Committee. The dean shall write a report stating his or her decision. For favorable decisions, the report should include any substantive comments that differ from the committee report. For unfavorable decisions, the report should summarize all points made by the dean and the committee leading to that decision.

The dean shall discuss with each probationary faculty member the committee report and his or her decision for or against reappointment. The dean shall also send written notice of this decision to the vice-chancellor for academic affairs.

The faculty member shall receive copies of all records of this process. Copies of these records shall be added to the faculty member's permanent personnel file, which is available to the faculty member upon request.

5. Appeal Process for Non-Reappointment

A tenure-track faculty member not offered a next successive appointment for the period following the expiration of a current appointment may request that the decision be reconsidered as specified by the campus and board policies.

IV. Tenure and Promotion Decisions

Like all members of the faculty, librarians are evaluated for tenure and promotion by their achievements in performance, scholarship, and service. However, librarians differ from the teaching faculty in important respects. Their professional preparation generally terminates in a master's degree rather than a doctorate. Moreover, their professional performance is associated on a relatively inflexible and extended daily schedule

and a twelve-month contract. They also have fewer opportunities for compensatory release time to devote to scholarly activities. In addition, librarians practice their discipline mainly in libraries by serving the information needs of undergraduates, graduates, and faculty. The faculty member's role may be direct, as in public services (e.g., assistance at the reference desk or delivery of documents via interlibrary loan), or indirect, as in technical services (e.g., serials maintenance or database management). Many library faculty positions include managerial responsibilities and frequently involve the interrelation of public and technical services.

A. Tenure Criteria

Tenure is the right of continuous appointment. It marks the successful end of the probationary period for tenure-track faculty. A faculty member not awarded tenure during any of the first six appointments must be evaluated during the sixth appointment. If he or she is not approved for tenure, the seventh appointment shall be a terminal appointment. If a faculty member chooses to be evaluated for promotion and/or tenure before the sixth appointment, he/she will be reviewed by the Reappointment Committee in addition to the Promotion and Tenure Committees.

1. Evaluative Materials

The Tenure Committee shall consider the following during deliberations on tenure recommendations:

- a. Definitions of acceptable performance, scholarship, and service for tenure
- b. A Faculty Review Checklist summarizing professional accomplishments
- c. Statements of duties and responsibilities
- d. Evidence from the candidate's dossier, including annual review documents, reappointment reports and other supporting materials
- e. Written evaluations from persons with expertise to assess the candidate's professional accomplishments
- f. Any other evidence submitted to show that achievements are sustained and progressive and that continued career development is indicated

2. Definitions of Satisfactory/Unsatisfactory Performance, Scholarship, and Service for Tenure Decisions

In tenure decisions, the candidate is rated satisfactory or unsatisfactory in each of the following categories: performance, scholarship, and service. Job performance is the most important component of a librarian's contribution to the university and is therefore given the greatest weight in tenure decisions. Tenure may not be recommended unless accomplishments in all three categories are considered satisfactory by the Tenure Committee.

a. Performance

- (1) Satisfactory: Performance is consistently good, indicating promise of continued professional growth. Responsibilities of the position are fulfilled with full command of the knowledge and skills required. Sustained commitment and high motivation are evident in the quality and quantity of duties performed.
- (2) Unsatisfactory: Performance is consistently below average or merely adequate, indicating minimal potential for future growth. Ability and/or willingness to contribute competently to the library's services and objectives are limited. The knowledge and skills required for the position have not been acquired to the degree necessary to assure sustained satisfactory performance in the future.

b. Research, publication, and other creative activity

Legitimate research and scholarly or creative activity in the field of librarianship is characterized by at least one of the following traits: 1) it makes a substantial and original contribution to the

practical or theoretical knowledge of our profession or other disciplines; 2) it demonstrates professional competence in formulating questions, accessing and evaluating appropriate source materials, and articulating findings in accordance with established scholarly standards; 3) it demonstrates a disciplined effort to develop and apply one's artistic or creative abilities; 4) it shares expertise gained at this institution through formal communication so that others may benefit from our insights.

The following definitions are used in evaluating the evidence submitted in the candidate's dossier:

- (1) Satisfactory: There is a body of completed scholarly or creative work that informs or enhances the professional performance of the librarian. Such work may be manifested in traditional or electronic format and may include but not be limited to:
 - a) Original research: books, chapters in books, articles in professional journals, papers presented at conferences, authorship of grants reflecting original research.
 - b) Secondary research: edited works, original annotated bibliographies, anthologies, collected works, grants reflecting secondary research.
 - c) Work evaluating the scholarly contributions of others: editorial board responsibilities, editorship, book reviews, serving as a juror of creative or scholarly works
 - d) Creative activities: exhibits, software development, instructional innovations, musical performances or compositions, etc.
 - e) Complementary research: presentations, exhibits, public presentations, including workshops, seminars, speeches, poster sessions, in-house reports, newsletter columns, formal classroom instruction requiring prior preparation, creation of tools that may be used by library professionals, course work which contributes to the enhancement of job performance or leads toward an advanced degree in any field.
- (2) Unsatisfactory: There is little or no evidence of scholarly or creative endeavors. No completed products resulting from scholarly or creative endeavors are available, or those that are available are of inadequate or insufficient quality.

c. Service

- (1) Satisfactory: Legitimate service activities are those performed for the benefit of the library, the university, the profession, or related enterprises. They include, but are not limited to, the following:
 - a) Active participation on university committees or in university service programs
 - b) Active participation on library committees. Membership on a library committee by election, appointment, or volunteering should be listed under "Service," provided that such membership is not part of the faculty members' position duties and responsibilities. Examples of service committees within the library include Faculty Concerns, Reappointment, search committees, etc. Membership on library committees that are a part of the faculty member's position duties and responsibilities should be listed under "Performance." Examples of these "committees" include division meetings, ad hoc committees to address processing or preservation issues, promotion and tenure committees, etc.
 - c) Active membership in at least one professional organization which is related to the candidate's position. Activities may include contributing significantly to the success of meetings or workshops, serving as an officer, serving on committees, etc.
 - d) Professionally relevant participation in community activities.
 - e) Consulting.
 - f) Providing reviews of grant proposal(s).

- (2) Unsatisfactory: Service involves only passive membership on library or university committees. Committee service in the library involves little more than membership required by the individual's position. Service in professional organizations involves little more than payment of membership dues.

B. Promotion Criteria

Promotion is advancement, based on merit, to a higher rank. Documentary evidence submitted shall cover the period since appointment to the present rank. The appropriate promotion committee shall use the following items in the deliberations for promotion recommendations:

1. Evaluative Materials

- a. Definitions of satisfactory performance, scholarship, and service for promotion and evidence that the candidate has met the criteria for the appropriate rank
- b. A Faculty Review Checklist summarizing professional accomplishments
- c. Statements of duties and responsibilities
- d. Evidence from the candidate's dossier, including annual review documents, reappointment reports for tenure-track faculty, and other supporting materials such as peer reviews.
- e. Statements from persons with expertise to assess the candidate's professional accomplishments
- f. Any other evidence submitted to show that achievements are sustained and progressive and that continued career development is indicated

2. Criteria for Rank

Criteria for each rank are specified in Part 1. Section I.B. of this document.

C. Tenure and/or Promotion Procedures

1. Nominations

Current guidelines, forms, and the calendar for promotion/tenure review are distributed to all eligible faculty by the dean. The dean shall issue a call to all faculty for nominees for promotion and/or tenure review. The dean shall notify all nominees in writing. Any individual not nominated may nominate himself/herself by the date specified in the calendar.

2. Dossier Preparation

Each nominee should prepare a dossier of documentary evidence of professional performance, scholarship, and service, using the Faculty Review Checklist and current forms and instructions. Dossiers shall be made available for review by the personnel committees as they are received. The candidate and the supervisor, or other faculty member experienced in the tenure/promotion process, should take necessary steps to ensure that the file of supporting material is as complete as possible. A short biographical sketch of anyone outside the University who writes a letter of support for a faculty member's Tenure and/or Promotion application is required by the Chancellor's Office.

3. Committee Structure

The following three personnel review committees shall consider the accomplishments of the candidates and make recommendations concerning promotion and tenure. When a candidate is being reviewed for both promotion and tenure, the committees shall act autonomously.

- a. Promotion Committee I, consisting of all faculty at the rank of associate professor and professor, makes recommendations concerning promotion to associate professor rank.
- b. Promotion Committee II, consisting of all faculty holding the rank of professor, makes recommendations concerning promotion to the rank of professor.

- c. The Tenure Committee, consisting of all tenured faculty, makes recommendations concerning tenure at any rank.

The dean is not a member of any of the above committees and may not meet with any committee during evaluation sessions.

4. Committee Meetings

All committee deliberations and actions shall be considered confidential.

The first meeting of all personnel committees shall be scheduled by the dean in accordance with the library calendar. The first order of business during each meeting shall be the election of a chairperson and secretary. Subsequent meetings of the committees will be scheduled as needed. No individual may serve as chairperson or secretary on more than one committee simultaneously in one review cycle. The chairperson and secretary shall not serve two terms in succession in the same position.

5. Committee Chairperson

Each committee elects a chairperson from the committee members. The duties of the chairperson are as follows:

- a. Scheduling and chairing committee meetings
- b. Arranging for the gathering of additional information as needed to aid in deliberations
- c. Contacting the candidate when a need for additional information arises
- d. Arranging for absentee ballots as needed
- e. Notifying committee members on leave of meeting dates
- f. Writing the committee report
- g. Forwarding to the candidate a copy of the committee report.

6. Committee Secretary

Each committee elects a secretary from its members. The duties of the secretary are as follows:

- a. Recording the procedural minutes of each meeting
- b. Taking working notes of the proceedings for use in preparing the committee report
- c. Preparing ballots for voting and assisting in counting the votes
- d. Assisting the chairperson in writing the committee report
- e. Forwarding to the dean's office a copy of the minutes of all meetings and the committee report.

The secretary shall maintain the confidential nature of the meetings by recording only procedural items and decisions, e.g., motions, votes, etc. Working notes shall be destroyed when the committee report has been approved. Any candidate may have access to the minutes of the committee meetings.

7. Voting

Voting in all committees shall proceed by secret ballot. Committee action shall be decided by a simple majority. A tie vote shall stand as a negative vote. Absentee ballots are allowed only in cases of illness, emergencies, or official library business. Individuals on off-campus duty assignment are considered to be on official business; individuals on leave without pay are not. Committee members may not abstain from voting. In the event that two personnel committees are meeting regarding a single candidate, the votes shall not be counted before discussion and ballots have been completed for both committees.

8. Evaluation Criteria and Guidelines

The evaluation criteria established in Part 1. Sections IV. A. and IV. B. of this document are used

to conduct promotion and/or tenure reviews.

9. Committee Report

Members of the committee prepare a written report concerning each candidate. This report must include the recommendation, the rationale for the recommendation, the actual number of votes, the names of the committee members, and the chairperson's signature. The rationale must state the logic underlying the recommendation, whether it is affirmative or negative, and must detail specific information in the candidate's documentation that influenced the committee's deliberations. After the committee has approved the report, it is sent to the candidate and to the dean, who will place the report in the permanent personnel file of the candidate.

10. Dean's Recommendation

Following the review of the committee reports, the dean makes a decision and informs each candidate in writing of his/her decision and rationale. The dean forwards to the vice chancellor for academic affairs and the chancellor his/her written recommendation and the rationale for it, along with the recommendations of the candidate's library review committee.

11. Promotion and Tenure Appeal Process

The candidate may withdraw from the promotion and tenure process at any time during the process. If the candidate does not agree with the rationale and decision of the personnel committee(s), or of the dean, the vice chancellor, or the chancellor, the promotion/tenure appeal procedures outlined in the campus and board policies shall be followed.

V. Post-Tenure Review

D. All tenured faculty shall be reviewed by an elected committee of their peers. While the work of the Reappointment Committee shall provide peer review for tenure-track faculty who have not yet been tenured, the work of the Post-Tenure Review Committee shall constitute peer review for tenured faculty.

E. Composition and Election of the Post-Tenure Review Committee

The Post-Tenure Review Committee consists of five tenured faculty members elected by the tenured library faculty. Service on this committee is a duty, and nomination may be declined only in exceptional circumstances and with the consent of the Faculty Concerns Committee. The term of office is two years, with two or three members being elected each year. A committee member may not serve a second term until two years have passed since the conclusion of his or her previous term.

The chair of the Faculty Concerns Committee shall distribute to all faculty a list of faculty members eligible for service on the Post-Tenure Review Committee and shall announce the date of the election. Faculty members are allowed one vote for each open position on the committee. Voting is by secret ballot. Those two or three candidates receiving the most votes are elected, and election may not be declined. The term of service on the committee begins July 1 following the election.

C. Post-Tenure Review Committee Procedures

The Post-Tenure Review Committee shall convene to elect a chairperson and to review the committee's charge, responsibilities, and procedures. The chairperson is chosen by the committee from one of the returning members.

The dean shall forward to the chairperson of the Post-Tenure Review Committee the Faculty Review Checklist and supporting materials for each tenured faculty. The committee shall reconvene to consider the annual review materials. The Post-Tenure Review Committee may request written clarification of the annual review documents from faculty members or supervisors. After discussion of each faculty member's annual review documents, the committee shall prepare a report and forward it to the faculty member, who shall sign it to indicate that he or she has read it. The faculty member may submit a written response

attached to his/her Post-Tenure Review Form within five working days. The faculty member may request a meeting with the Post-Tenure Review Committee or its chair at any point during their deliberations and/or within five days of receipt of the committee report. The committee will forward copies of its report to the dean and the appropriate department and division head and return the annual review documents to the dean.

D. Post-Tenure Professional Development Plan

1. The dean provides each faculty member with an overall evaluation of performance, scholarship and service, taking into consideration the recommendations of the division or department head and the Post-Tenure Review Committee. For the purposes of the Post-Tenure Review, satisfactory is defined as meeting or exceeding expectations for appropriate rank as described in Part I. Section B of this document. If, in two consecutive annual reviews, or in three out of five consecutive annual reviews, a tenured faculty member receives overall ratings of unsatisfactory, the dean shall notify the faculty member in writing that a professional development plan must be initiated. The plan should contain clear indications of what satisfactory performance is, goals for each year of the plan, and the methods by which those levels of performance are to be obtained.
2. The professional development plan is intended to assist the faculty member to improve performance, research/creative activities, or service over a period of up to three years. Extenuating circumstances, [defined in IV.A.4 of Board policy 405.1] may allow extension of the development plan by one year. The plan is to be developed by the faculty member, in consultation with the dean, the division or department head, and the Post-Tenure Review Committee. Possible options for the plan include, but are not limited to 1) an assignment more suited to the individual's current skills, 2) scholarly activity to improve knowledge and expertise in a specific area, 3) a leave of absence to update skills or obtain new ones, 4) a development plan to improve performance, research/creative activities, and service.
3. Once the plan has been approved by the dean, satisfactory progress on the professional development plan must be demonstrated to the dean, division or department head, and the Post-Tenure Review Committee as part of the annual review process. If progress is not demonstrated by the completion of the development plan period, the dean may recommend a one-year terminal contract and dismissal for cause, after which the dismissal process outlined in Board Policy 405.1, IV.C. will be followed.

PART 2. POLICIES GOVERNING NON-TENURE TRACK FACULTY

Non-tenure-track faculty positions are utilized infrequently under special circumstances. Their existence does not indicate a dual track system of tenure-/non-tenure-track options for all library faculty positions. Examples of functions served by non-tenure-track librarian positions:

- to serve in a short-term acting capacity before or during the search process to refill an open tenure-track position
- to fulfill a faculty member's duties when that person is on long-term leave
- to handle specialized duties or special positions
- to fill positions funded by grants

I. Initial Appointment

A. Minimum qualification and criteria for appointment

Appointment to library faculty positions requires a master's degree from a library school accredited by the American Library Association except that in certain instances a master's degree or doctoral degree in another discipline may be accepted in lieu of a library science degree if the duties of the position in question require special knowledge from that discipline.

Criteria for Initial Appointment for assistant librarian (assistant professor):

1. A good record of academic and/or work experience documented by letters of reference
2. A knowledge of library functions and organizations that can be used effectively to further the goals and mission of an academic library
3. The potential for a successful career in an academic library

B. Title and rank for non-tenure-track positions are limited to those of assistant librarian and assistant professor, modified to indicate non-tenure track.

C. Search committees, when utilized, shall be constituted and function as described in "Policies Governing Faculty Service in the University of Arkansas Libraries," Part 1. Section 1.C. and in the search committee handbook.

II. Annual Review

- A. The performance of each non-tenure-track faculty member shall be reviewed** by his or her supervisor and by the dean of libraries, according to the standards of evaluation developed mutually by the faculty member and his/her supervisor, and approved by the dean of libraries.
- B. The format of the review** shall follow the Faculty Review Checklist, as published in the current Faculty Handbook. The faculty supervisor shall complete the Evaluation Form for professional performance, and, at her or his discretion, those for scholarship and service.
- C. Annual peer review** is not provided through the Reappointment Committee or the Post-Tenure Review Committee. **It is the responsibility of the faculty supervisor to solicit reviews from peers.**
- D. Scholarship and service:** Because non-tenure-track positions are established for the completion of specific library goals, faculty in these positions are not expected to devote significant amounts of library time or resources toward the areas of scholarship and service. At the same time, most professional/faculty positions carry with them an assumption of some degree of professional commitment. Each year, each non-tenure-track faculty member and his/her supervisor should include a discussion of the appropriate level of library support for his/her plans in the areas of scholarship and/or service.

III. Successive Appointments

Successive appointments are made at the discretion of the dean of libraries, based on such factors as library needs, budget, supervisor recommendations, individual employment agreements, etc.

IV. Participation in Library Faculty Governance

- A. Non-tenure-track faculty may attend library faculty meetings**, but may not vote on issues of promotion, tenure, reappointment, or library faculty policies.
- B. Non-tenure-track faculty may not vote on membership** of the Reappointment and Post-Tenure Review Committees and are not eligible to serve on them, nor are they eligible to serve on Faculty Concerns, although they may recommend issues for consideration by the committee. They may vote to select representation to the Faculty Senate.

V. Committee Service

Participation of non-tenure-track faculty in performance-related library or campus committees established to promote departmental and interdepartmental implementation of library programs are often important aspects of

special projects which non-tenure-track faculty may be hired to undertake. Participation in service-related library, campus, or professional committees should be reviewed with the employee's supervisor.