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59

60 **Introduction**

61 This document outlines the policies and procedures for the review, promotion, and tenure  
62 of tenure-track library faculty, and the review and promotion of tenured library faculty at  
63 the University of Dayton. It is based on the policies stated in the Faculty Handbook,  
64 “University Promotion and Tenure Policy” (DOC 2021-05), “Evaluating Teaching Faculty for  
65 the Purposes of Tenure” (DOC 2008-06), and the generally accepted standards of academic  
66 libraries. This document will be reviewed periodically by library faculty to ensure it  
67 remains current and compliant with University policies. No policy or procedure presented  
68 below supersedes any duly established University policy. For non-promotion reviews of  
69 tenured faculty, please refer to the University Libraries Post-Tenure Review Policy.

70

71 **I. General Criteria and Eligibility for Promotion and Tenure Evaluations**

72

- 73 A. Criteria for promotion and tenure focus on the academic credentials and academic  
74 performance of the applicant. The faculty member’s performance will be evaluated  
75 in the areas of:
- 76 1. Librarianship
  - 77 2. Scholarship and/or artistic accomplishment, and
  - 78 3. Service, including professional, departmental, University, and community.
  - 79 4. Given that diversity, equity, and inclusion are fundamental to academic and  
80 institutional excellence, the University expects an applicant for promotion and  
81 tenure to demonstrate a commitment to inclusive excellence in at least one of  
82 the dimensions of evaluation (in librarianship, scholarship and/or artistic  
83 accomplishment, and service). Faculty members should clearly articulate in their  
84 portfolio materials in which evaluation area (or areas, if more than one) they are  
85 demonstrating their commitment to inclusive excellence. A faculty member’s  
86 contributions to inclusive excellence will be evaluated as an integrated part of

87 librarianship, scholarship or service (as appropriate), not as a separate fourth  
88 criterion.

89  
90 B. Candidates for tenure and promotion must meet the following criteria:

91 1. For tenure and promotion to associate professor:

- 92 a. Demonstrate effectiveness in librarianship and efforts to improve  
93 librarianship quality, consistent with the expectations detailed in  
94 the letter of hire, or if changes to the position are made after the  
95 letter of hire, these will be articulated in a new appointment letter,  
96 or the annual review letter, and  
97 b. Provide evidence of the establishment of a record of scholarship  
98 and/or artistic accomplishment, and  
99 c. Provide evidence of a developing practice of service, in multiple  
100 internal and external contexts, that advances the operation,  
101 mission, or reputation of the University.

102 2. For promotion to professor:

- 103 a. Demonstrate a sustained/consistent record of high-quality  
104 librarianship and a commitment to further enhance librarianship  
105 quality, and  
106 b. Provide evidence of an ongoing/consistent record of scholarship  
107 and/or artistic accomplishments that demonstrates excellence and  
108 is recognized and evaluated positively by the scholarly/artistic  
109 community, and  
110 c. Provide evidence of an ongoing/consistent established record of  
111 service and leadership, in multiple internal and external contexts,  
112 that advances the operation, mission, or reputation of the  
113 University.

114  
115 C. Tenure will not be granted to a faculty member whose rank is below the level of  
116 associate professor. For an assistant professor, awarding of tenure is coupled to  
117 promotion to associate professor. Faculty members who have already been granted  
118 tenure at the assistant professor level, or have been granted promotion to associate  
119 professor without tenure prior to implementation of this policy will retain their  
120 tenure and rank.

121  
122 D. Normally the beginning rank for tenure-track library faculty is granted at Assistant  
123 Professor. A graduate degree from an ALA accredited program, or its foreign  
124 equivalent is required. Appointment at this rank presupposes the ability to perform  
125 the basic professional duties of a librarian as well as the potential to conduct  
126 publishable research and to perform appropriate service activities.

127  
128 E. A candidate may request to be considered for early promotion and tenure. A  
129 candidate who wishes to have an early decision must request an accelerated tenure  
130 clock by July 1 of the year prior to the year of the candidate's final comprehensive  
131 pre-tenure review, and, once granted, the decision for early consideration is

132 irrevocable. The details of the accelerated tenure clock must be put in writing and  
133 agreed to by the candidate, the division director, the dean and the Provost. A  
134 candidate can only be considered for tenure once.  
135

136 F. A candidate who successfully completes the promotion or tenure and promotion  
137 process will be granted promotion or tenure and promotion with their next contract.  
138

139 G. When applicable, University of Dayton Libraries faculty job candidates may request  
140 to be considered for hire at a rank above Assistant Professor. Certain administrative  
141 positions, such as a Director, Associate Dean, or Dean, may warrant hiring a  
142 candidate with advanced rank and tenure. The President and Provost, based upon  
143 the recommendation of the Dean of the University Libraries, who has consulted with  
144 the University Libraries Promotion and Tenure Committee, reserve the right to offer  
145 a new faculty member advanced rank and/or tenure at the time of hire. Once hired,  
146 all applicable policies and procedures apply.  
147

148 H. In the event that promotion and tenure policies are revised by the library faculty,  
149 reasonable accommodation will be made for those who began under the former  
150 policies. When revisions are made to this Promotion and Tenure Policy, tenure-track  
151 faculty who have received three or more contracts can choose to be evaluated under  
152 the policy in place during their third contract year, or under the newly-revised  
153 policy once it is approved by the University Promotion and Tenure Committee.  
154 Faculty members seeking promotion to Professor and who have been granted the  
155 rank of associate professor prior to May 15, 2023 will have the option to be  
156 evaluated under the policy that existed at the time they were promoted to Associate  
157 Professor, or can elect to be evaluated under the policies that exist at the time they  
158 submit their candidacy for promotion to Professor. The candidate must indicate  
159 their choice at the time they declare their intention to be considered for promotion.  
160 This option will be in effect through May 15, 2026. Following that date, all  
161 candidates for professor will be evaluated under the policies that exist at the time  
162 they submit their candidacy for promotion to professor. A summary list of  
163 substantial revisions with relevant dates is provided in Appendix C. An exception  
164 will be made in the event of a change in required terminal degrees: no faculty  
165 member who held the appropriate terminal degree at the time of appointment will  
166 be in any way disadvantaged by future changes in requirements.

167 **II. Timeline for Application for Promotion and Tenure**

168 A. For persons whose contract start dates fall between July 1 and October 31, the  
169 timeline for promotion to associate professor and tenure begins July 1 of that same  
170 year. For persons whose contract start dates are after October 31, the timeline will  
171 begin July 1 of the following year. The candidate's supervisor, in consultation with  
172 the Dean of the University Libraries, writes a letter of hire to new faculty that clearly  
173 states the expectations for all areas of their work, including librarianship, research,  
174 and service. The supervisor also works with the Dean to create a projected review  
175 schedule that clearly states the timing of peer reviews and the comprehensive,  
176 preliminary and final reviews conducted by the University Libraries Promotion and  
177 Tenure Committee. This schedule is included with the letter of hire, and is added to  
178 the document maintained by the Dean that lists all of the tenure-line Libraries  
179 faculty timelines for review, promotion, and tenure. The new faculty member will  
180 acknowledge receipt of these materials by signing and returning a copy of the letter  
181 of hire to the Dean.

182  
183 Any changes in the tenure clock after this letter of hire may require a change in the  
184 review cycle. The University Faculty Policy & Governance Handbook includes  
185 approved criteria for tenure clock adjustment. Such changes must be agreed to in  
186 writing by the faculty member, Division Director, Dean, and Provost.

187  
188 B. Tenure-track faculty with no credit for prior service will be considered for tenure no  
189 later than their sixth year of active, full-time service. Time devoted to leaves of  
190 absence, sabbaticals, or other interruptions in the annual performance of  
191 librarianship, research, and service may affect the total period of evaluation and the  
192 timing of reviews. The effects of such interruptions on the period of evaluation and  
193 timing of reviews must be agreed to in writing by the faculty member, their Division  
194 Director (or other appropriate primary evaluator), the Dean of the University  
195 Libraries, and the Provost at the time the interruption takes place or within six  
196 months of the initiation of the interruption. In the event the University makes  
197 exceptions to this timeline, those exceptions will supersede this policy.

198  
199 C. A new faculty member may request to have credit for prior service considered at the  
200 time of hire. New faculty may request to have specific pieces of scholarship  
201 completed prior to the start of their tenure-track position included in their  
202 promotion and tenure portfolios. They may also request to have a certain number of  
203 years from their prior role to be credited towards their evaluation period for  
204 promotion and tenure. Those years of credit shall include their accomplishments  
205 across all areas of evaluation (librarianship, scholarship, and service) completed  
206 prior to the start of their current tenure-track position, and evidence of  
207 accomplishment should be included in their portfolios. All prior service credit  
208 requests are submitted to and approved by the Dean at the time of hire. Approved  
209 prior credit (whether years of service or specific pieces of scholarship) is  
210 documented in the timeline document for promotion and tenure for all University

## Section II. Timeline for Application for Promotion and Tenure

211 Libraries faculty, which is shared with the Libraries' faculty by the Dean at the start  
212 of each academic year.

213  
214 D. Withdrawal of application: A candidate for promotion may withdraw a promotion  
215 application (part of the Portfolio for Promotion and Tenure) at any point in the  
216 process, unless the application is also an application for tenure. The candidate must  
217 submit a letter of withdrawal to the Chair of the Promotion and Tenure Committee,  
218 who will notify the Committee, the Division Director, and the Dean that the  
219 application has been withdrawn. When a promotion application is withdrawn,  
220 letters of evaluation and recommendation collected for the current application will  
221 be destroyed by the Chair of the Promotion and Tenure Committee, including the  
222 letters from the Division Director (or other appropriate primary evaluator), the  
223 Committee, and the Dean. The Portfolio will be returned to the candidate after these  
224 letters have been removed from the Portfolio.

225 **III. Hiring New Faculty with Advanced Rank and/or Tenure**

226 A. When applicable, University of Dayton Libraries faculty job candidates may request  
227 to be considered for hire at a rank above Assistant Professor. Such requests take  
228 place between the job candidate and the Dean. Certain administrative positions,  
229 such as a Director, Associate Dean, or Dean, may warrant hiring a candidate with  
230 advanced rank and tenure. Individuals who have pursued administrative career  
231 tracks are likely to have reduced levels of scholarship productivity while holding  
232 administrative positions, and should be evaluated in light of those positions. Any  
233 candidate being offered advanced rank and/or tenure upon joining the faculty is  
234 required to fulfill the appropriate criteria stated in this document, with allowances  
235 made for declines in research productivity rates while holding administrative  
236 appointments. Candidates may not request to be hired with tenure at the rank of  
237 Assistant Professor.

238  
239 Candidates being considered for hire at an advanced rank with tenure will undergo  
240 an expedited review with the University Libraries Promotion and Tenure  
241 Committee as part of their interview process. Candidates invited to interview will  
242 be provided a copy of the Libraries Promotion and Tenure Policy by the chair of the  
243 search committee. Candidates will be expected to submit specific materials as part  
244 of their job application to support their request for hire at an advanced rank with  
245 tenure. Job postings will normally indicate whether or not that specific position is  
246 eligible for hiring at an advanced rank with tenure. Job postings for positions that  
247 will be hired with advanced rank and tenure will indicate candidates will be asked  
248 to submit letters of recommendation regarding librarianship only if invited for  
249 campus interviews. As stated previously, the President and Provost, based upon the  
250 recommendation of the Dean of the University Libraries, who has consulted with  
251 the University Libraries Promotion and Tenure Committee, reserve the right to offer  
252 a new faculty member advanced rank and/or tenure at the time of hire.

253  
254 B. Candidates invited for a campus interview who are not being considered for hire  
255 with tenure will have an informational meeting with the Promotion and Tenure  
256 Committee as part of their campus visit. The purpose of this meeting is for members  
257 of the Committee to share information about the promotion and tenure process in  
258 the University Libraries, and to answer questions candidates may have related to  
259 this process. At minimum, the Chair of the Promotion and Tenure Committee and  
260 two other current Committee members should be present for this meeting.

261  
262 C. Candidates being considered for hire with tenure, if selected for a campus  
263 interview, will undergo an expedited review process which includes an interview  
264 with the Promotion and Tenure Committee as part of the campus visit. A quorum of  
265 the Committee must be present at the meeting in order for the recommendations of  
266 the Committee to be valid. The Committee will be provided copies of each  
267 candidate's application materials by the search committee chair prior to their



### Section III. Hiring New Faculty with Advanced Rank and/or Tenure

268 meetings with the candidate. After the Committee meets with the candidate, they  
269 will evaluate the candidate using the guidelines defined in section IV. The Chair, on  
270 behalf of the University Libraries Promotion and Tenure Committee, will provide a  
271 written letter to the Dean of the University Libraries for the candidate, stating the  
272 Committee's recommendations, including the final vote count and rationale for  
273 those recommendations. The letter will be provided to the Dean within five  
274 business days after the last candidate's interview. The letter must be signed by all  
275 members of the Committee who met with the candidate. Signatures do not indicate  
276 individual agreement with the final recommendation of the overall Committee as  
277 stated in the letter. The Dean will forward the Committee's recommendation letter  
278 to the Provost as part of the hiring process.

- 279 1. Job postings that warrant hiring with tenure will require candidates to submit,  
280 as part of their initial job application, the following:
  - 281 a. A cover letter, no more than five pages, that fully addresses how  
282 they meet the qualifications for the position (including their  
283 ability to meet the criteria for advanced rank and tenure in each  
284 area of evaluation: librarianship, scholarship, and service).
  - 285 b. A statement (not to exceed one page) addressing past and  
286 potential contributions to inclusive excellence in at least one of  
287 the following areas: librarianship, scholarship, or service.
  - 288 c. A full curriculum vitae that lists a full record of scholarship and  
289 service activities.
- 290 2. If invited for a campus interview, candidates will be asked to submit two letters  
291 of support attesting to the quality of librarianship of the candidate, including the  
292 candidate's overall suitability for advanced rank and tenure. Letters should be  
293 received by the search committee chair no later than five business days from the  
294 date of the last candidate's interview. The chair will share copies of these letters  
295 with the Promotion and Tenure Committee upon receipt. Letters can be from a  
296 supervisor, peer, direct report, or project collaborator and should address  
297 librarianship as defined in this policy. Letters may come from the same list of  
298 employment references a candidate would supply as part of their application  
299 materials, or they may come from other individuals who can attest to the  
300 candidate's librarianship. The committee suggests that candidates share section  
301 IV of this policy with the letter writers so they can write informed letters of  
302 support.

303 **IV. Guidelines for Evaluation for the Purposes of Promotion and/or Tenure**

304 **A. Areas for Performance Evaluation**

305 Faculty members are evaluated based on evidence of accomplishment in three  
 306 areas: Librarianship, Scholarship, and Service. The university recognizes that  
 307 faculty may engage in a wide range of activities that extend beyond traditional  
 308 efforts. Activities in librarianship, scholarship, and/or service that include  
 309 community engagement, incorporate multidisciplinary, foster innovation, venture  
 310 creation, and/or other defined academic or professional activities consistent with  
 311 the positional role and responsibilities of the faculty member, and that further the  
 312 mission and reputation of the University, are encouraged and will be evaluated as  
 313 part of the faculty member's portfolio. Given that diversity, equity, and inclusion are  
 314 fundamental to academic and institutional excellence, the University expects an  
 315 applicant for promotion and tenure to demonstrate a commitment to inclusive  
 316 excellence in at least one of the dimensions of evaluation (in librarianship,  
 317 scholarship and/or artistic accomplishment, and service). The candidate should  
 318 explicitly state in their letter of application which area(s) they would like to be  
 319 evaluated for their commitment to inclusive excellence. The Promotion and Tenure  
 320 Committee will give special consideration in making promotion and/or tenure  
 321 decisions about an Associate Dean or Division Director, in view of the amount of  
 322 time and energy that such an administrative appointment requires and how the  
 323 position's responsibilities affect the candidate's scholarly pursuits.

324 **B. Performance Ratings System**

325 The Committee will provide ratings for each of the three areas outlined. The ratings  
 326 scale to be used is defined as:

327

328 **Unsatisfactory**—fails to meet the performance expectations of an area of  
 329 responsibility

330 **Satisfactory**—meets the performance expectations within an area of responsibility

331 **Significant**—exceeds the performance expectations within an area of responsibility

332

**C. Performance Criteria**

333 **1. Librarianship**

334 This area includes effective performance of normal duties in library activities  
 335 such as acquisitions, administration, electronic resources, information  
 336 technology, cataloging, library instruction, collection development, reference,  
 337 serials, special collections, and supervision. Effective performance in this area is  
 338 also demonstrated through and facilitated by the librarian's support of the  
 339 University's objectives of community and dignity of the individual by  
 340 contributing to an open, respectful, professional, and cooperative relationship  
 341 with those with whom they interact. However, this should not be interpreted in  
 342 such a way as to inhibit faculty members from expressing respectful

343 disagreement with colleagues. A truly collegial faculty welcomes dissent, in the  
344 spirit of academic freedom, as a normal component of professional engagement.

345  
346 The administration and implementation of grants and contracts from external  
347 funding agencies, and institutionally awarded grants are also considered under  
348 librarianship. The Promotion and Tenure Committee may evaluate any  
349 scholarship that derives from funded grants.

350  
351 Faculty should actively pursue current developments in relevant fields through  
352 formal and informal continuing education and professional development. They  
353 also should contribute to the improvement of existing library services and the  
354 development of new services.

355  
356 As stated previously, faculty may choose to demonstrate a commitment to  
357 inclusive excellence as part of their librarianship. The candidate should  
358 explicitly state in their letter of application which area(s) they would like to be  
359 evaluated for their commitment to inclusive excellence. A wide range of  
360 activities can provide evidence of inclusive excellence, and it is the faculty  
361 member's responsibility for articulating how such activities connect to diversity,  
362 equity, and inclusion. While not an exhaustive list, some examples of such work  
363 may include:

- 364 • Inclusive cataloging and descriptive practices
- 365 • Inclusive pedagogy in library instruction
- 366 • Developing programs and exhibits that center the experiences of  
367 underrepresented, marginalized, and historically excluded groups
- 368 • Collection development that increases access to diverse creators and  
369 works, including advocacy for more inclusive collections at the  
370 consortial level
- 371 • Developing methods for testing accessibility for digital resources
- 372 • Designing workflows, processes, etc. that account for the diverse  
373 abilities of library users and/or colleagues

374  
375 Librarians will possess the appropriate terminal degree, as defined in section  
376 I.D. Evaluation in this area will be based on the candidate's statements and  
377 supporting materials in their application, the results of previous peer review  
378 evaluations, the performance evaluations received at previous annual reviews,  
379 and the observations of the Promotion and Tenure Committee.

## 380 2. **Scholarship**

381 All tenured and tenure-track library faculty members are expected to engage in  
382 scholarship. The Libraries' reassigned time guidelines allow faculty to  
383 accomplish a broad range of scholarly activities. Candidates may choose to  
384 pursue research done in library and information studies or in the subject

385 specialties of individual library faculty members, including artistic and creative  
 386 work. If a significant portion of a candidate's scholarly work falls outside the  
 387 expertise of the Promotion and Tenure Committee members, the Committee  
 388 may seek recommendations from one or more external evaluators holding such  
 389 expertise. The Committee should choose any external evaluators in consultation  
 390 with the candidate.

391  
 392 Aligning with the candidate's letter of application in the Portfolio for Promotion  
 393 and Tenure, the candidate's scholarship should show development of a research  
 394 agenda, creative progress, or other progress within their time. Although  
 395 scholarly or artistic/creative work does not have to conform to a single linear  
 396 narrative, progress during the tenure-leading period should be evident. It is the  
 397 candidate's responsibility to advocate for the scholarly or artistic/creative  
 398 works they believe showcase accomplishments in their scholarly output,  
 399 conversant with current works and trends in their area(s) of study.

#### 400 **Examples of scholarship**

401 For the purposes of evaluation for promotion and tenure, scholarly and  
 402 creative work activities can be single or co-authored, print or electronic.  
 403 Although the below list is not comprehensive, they may fall under one of the  
 404 following examples:

- 405 • Journal articles
- 406 • Conference presentations, panel discussions, roundtables, posters,  
 407 and other conference products, given in person or virtually
- 408 • Books and book chapters
- 409 • Editor or co-editor of a book, scholarly journal, or conference  
 410 proceedings
- 411 • Editorial board service for a scholarly journal or editor of  
 412 professional association publications
- 413 • Grants awarded by external agencies, grants awarded with  
 414 institutional funds
  - 415 ○ the preparation of grants falls under scholarship regardless of  
 416 funding, however, unfunded grants will be considered as  
 417 having less impact as funded grants
- 418 • Invited or keynote speaking
- 419 • Reference works such as annotated bibliographies, indexes, data sets,  
 420 or directories
- 421 • Performances, exhibits, exhibit catalogs, translations and other  
 422 creative works
- 423 • Online lesson plans
- 424 • Encyclopedia entries
- 425 • Book reviews

- 426 • Guest columns
- 427 • University Libraries or Marian Library blog posts
- 428 • Computer software, databases, websites, or web applications
- 429 • Original cataloging and published metadata

430 Note: Depending upon their depth, book reviews can be counted as either  
 431 scholarship or service; blog posts and online lesson plans can be counted as  
 432 either scholarship or librarianship.

### 433 **Qualities of scholarship**

434 Peer-review remains a strong indicator of credible, rigorous academic work  
 435 throughout academia, but it exists within the larger context of the  
 436 candidate's portfolio. **At minimum, candidates are expected to have at  
 437 least one publication that has undergone rigorous peer review.** The  
 438 committee recognizes and encourages scholarship that develops through  
 439 multiple writing and presenting venues. The candidate may consider and  
 440 advocate for scholarly or creative work with the following non-exhaustive  
 441 criteria:

- 442 • Evidence of other stringent review
  - 443 ○ Competitive selection process, either known (i.e. acceptance
  - 444 rate) or understood (acceptance by a major national
  - 445 professional conference such as ACRL, ALA)
- 446 • Evidence of a work as a major research or creative effort
- 447 • Expands on the candidate's previous products, such as posters,  
 448 conference presentations, blog posts, or other works
  - 449 ○ Partnership with an institutional or external organization
  - 450 ○ Selection for fellowship, sabbatical, or similar recognition of
  - 451 the extent of time and depth of knowledge involved
- 452 • Evidence of readership/audience engagement and/or candidate's  
 453 expertise on a topic
  - 454 ○ Citation in other scholarly works
  - 455 ○ Audience engagement with the work(s) or central concepts
  - 456 within professional organizations, social media, and other
  - 457 discussion formats, both in person and virtual
  - 458 ○ News coverage of the work
  - 459 ○ Invited contributions to books, conferences, etc., explicitly
  - 460 based on the candidate's work or original concept
- 461 • Evidence of incorporation into library and information science (LIS)  
 462 or other field practice
  - 463 ○ Adoption of work into instructional, technical, managerial, etc.
  - 464 policies

465  
 466 As stated previously, faculty may choose to demonstrate a commitment to  
 467 inclusive excellence as part of their scholarship. The candidate should

468 explicitly state in their letter of application which area(s) they would like to  
 469 be evaluated for their commitment to inclusive excellence. A wide range of  
 470 works can provide evidence of inclusive excellence, and it is the faculty  
 471 member's responsibility for articulating how their scholarship connect to  
 472 diversity, equity, and inclusion. No candidate should be assumed nor  
 473 expected to limit their research to topics that reflect their own social  
 474 identities (e.g. a Black librarian should not be expected to carry out research  
 475 on Blackness in LIS; a queer librarian should not be discounted if some  
 476 scholarly works tackle LGBTQ+ subjects and others do not). While not an  
 477 exhaustive list, some examples may include:

- 478 • Equitable treatment and inclusion of underrepresented populations  
 479 in quantitative or qualitative research
- 480 • Digital scholarship that critically engages inequities in representation  
 481 of diverse communities in archives, records, or dominant historical  
 482 narratives
- 483 • Awareness and accounting for whiteness, colonialism, ableism, and  
 484 other dominant systems

### 485 3. **Service**

486 This category includes service to the Libraries and to the University, to the  
 487 profession, and to the community. Faculty members are expected to actively  
 488 engage in service activities. No candidate should be assumed nor expected to  
 489 limit their service to activities that reflect their own social identities,  
 490 particularly in light of the fact that Black, Indigenous, people of color, women,  
 491 members of the LGBTQ+ community, and other marginalized identities  
 492 historically have experienced additional service expectations connected to their  
 493 identities in comparison to their colleagues. Service includes, but is not limited  
 494 to:

- 495 • Membership on library and University committees
- 496 • Active membership in state, regional, and national professional  
 497 associations (e.g., holding office, serving on committees, participating  
 498 in program and discussion groups)
- 499 • Service as an editor or peer reviewer of papers for publication
- 500 • Presentations for which the faculty member acted as an organizer,  
 501 moderator, or peer reviewer at professional meetings, conventions,  
 502 symposiums, and conferences
- 503 • Service with community organizations
- 504 • Academic teaching and professional consulting

506 As stated previously, faculty may choose to demonstrate a commitment to  
 507 inclusive excellence as part of their service. The candidate should explicitly  
 508 state in their letter of application which area(s) they would like to be

509 evaluated for their commitment to inclusive excellence. A wide range of  
510 activities can provide evidence of inclusive excellence, and the faculty  
511 member is responsible for articulating how their service connects to  
512 diversity, equity, and inclusion. While not an exhaustive list, some examples  
513 may include:

- 514 • Chairing or serving on committees, task forces, working groups, etc.  
515 focused on issues of diversity, equity, and inclusion
- 516 • Mentoring underrepresented, marginalized, and historically excluded  
517 students (undergraduate, graduate, or professional students)
- 518 • Serving as an advisor to a student organization that focuses on  
519 underrepresented, marginalized, or historically excluded students  
520 (e.g., Asian American Association, Black Student Union, El Orgullo  
521 Latino, Spectrum, etc.)  
522

523 **V. Pre-tenure Considerations and Reviews**

524 **A. Communication of Position Expectations**

525 The appropriate Division Director (or other primary supervisor/evaluator) is  
526 responsible for clearly communicating to potential new faculty members the  
527 expectations for all areas of their work, including librarianship, scholarship, and  
528 service at the time a verbal offer is made. Once a verbal offer is accepted, these  
529 expectations will be stated in the letter of hire that is written by the Division  
530 Director (or other primary supervisor/evaluator) and approved by the Dean and the  
531 Provost. As stated previously, the letter of hire will clearly state the review schedule  
532 for the new faculty member, including peer reviews and the comprehensive reviews  
533 conducted by the Promotion and Tenure Committee.

534

535 The tenure and promotion process begins with the offering of a position to a new  
536 faculty member. At that time, the Provost sends a contract to the new faculty  
537 member containing the general description of responsibilities and specifying the  
538 time required in the probationary period prior to tenure. For most new faculty  
539 members, the final tenure recommendation will occur in the sixth year. A faculty  
540 member approved for tenure in the sixth year would receive a contract for a  
541 tenured faculty position for the seventh year. For a faculty member granted an  
542 advanced rank or shortened probationary period at the time of hire, the contract  
543 will indicate their special circumstances.

544 **B. Annual Administrative Review**

545 During the probationary period, all faculty members will receive an annual review  
546 by their supervisor, normally a Division Director. Division Directors are reviewed  
547 annually by the Dean of the University Libraries. Additionally, tenure-track Division  
548 Directors will be evaluated annually by their direct reports, the members of the  
549 Dean's Council, and other parties as appropriate as part of this review process.  
550 Those evaluations and any written response from the faculty member will be sent to  
551 the Dean and factored into the Dean's written review. The annual review should  
552 indicate how the candidate's performance relates to the University Libraries  
553 standards for librarianship, scholarship, and service and evaluate the faculty  
554 member's progress toward tenure and promotion. The review should also offer  
555 developmental suggestions for faculty. As part of this process, the faculty member  
556 will also submit a copy of their University Libraries Annual Report detailing their  
557 development and accomplishments.

558

559 Candidates are responsible for including copies of these annual reviews in the  
560 Portfolio for Promotion and Tenure before it is submitted to the Promotion and  
561 Tenure Committee for the comprehensive reviews, including the final review for  
562 promotion and tenure.

563



564 **C. Peer Review**

565 Peer review of librarianship for tenure-track library faculty is required by the  
 566 Faculty Handbook at least once before the tenure decision is made. However, library  
 567 faculty members hired without prior service credit are required to undergo two  
 568 peer reviews during their probationary period, which normally take place in the  
 569 second and fourth years of employment. Peer reviews are not cumulative; the  
 570 second peer review covers only the period since the first peer review. This timing  
 571 will make the report from the peer reviewers available to the Promotion and Tenure  
 572 Committee during the comprehensive reviews normally conducted during the third  
 573 and fifth years of employment.

574  
 575 The review will be written from a collegial perspective by those who may have a  
 576 better or different understanding than the supervisor of the work of the librarian  
 577 under review. The review will rely on a self-evaluation and a discussion between the  
 578 committee and the librarian. The results of the peer review must be consulted  
 579 during the next comprehensive review of the librarian and should be taken into  
 580 serious consideration at that time. Please see the University Libraries Peer Review  
 581 Policy for a full description of the peer review process.

582 **D. Comprehensive Reviews by the Promotion and Tenure Committee**

583 The Promotion and Tenure Committee conducts comprehensive reviews of all  
 584 tenure track faculty members. These reviews will indicate how the candidate's  
 585 performance relates to the University Libraries' standards for librarianship,  
 586 scholarship, and service and evaluate the faculty member's progress toward tenure  
 587 and promotion. The Promotion and Tenure Committee's reviews should also offer,  
 588 as appropriate and necessary, developmental suggestions for faculty. The frequency  
 589 of these reviews is based on the length of the probationary period. Copies of these  
 590 reviews are sent to the candidate and the appropriate supervisor (normally the  
 591 candidate's Division Director) by the Chair of the Committee. The candidate will  
 592 ensure that copies of the Promotion and Tenure Committee's reviews are included  
 593 in the Portfolio for Tenure and Promotion before it is given to the Dean for review.

- 594  
 595 1. For faculty members who had no credit for prior experience at the time of  
 596 hire, the required comprehensive reviews will take place in the third and  
 597 fifth year, with a final review in the sixth year.  
 598  
 599 2. Faculty members who had two or fewer years of credit for prior service will  
 600 receive a minimum of two comprehensive reviews of their librarianship,  
 601 scholarship and service by the Committee prior to their final review. The first  
 602 of these reviews will take place in a year specified by the Dean in the letter of  
 603 hire. The second, or last, comprehensive review will take place in the year  
 604 prior to the final tenure and promotion review and recommendation.  
 605

- 606 3. Faculty who agree to a shortened pre-tenure period of three years or less  
 607 will receive at least one comprehensive review. The timing of the review  
 608 should be specified in the letter of hire from the Dean. If there is only one  
 609 review, it will take place in the year before the final tenure review and  
 610 recommendation. If there is more than one review, the last review will take  
 611 place in the year before the final tenure and promotion review.  
 612
- 613 4. Required documentation  
 614 All candidates for review should submit a Portfolio for Promotion and  
 615 Tenure, which includes a letter of application, current curriculum vitae,  
 616 copies of all previous evaluations, and supporting materials as appropriate.  
 617 The review materials will be cumulative. The letter of application, written by  
 618 the candidate and addressed to the Promotion and Tenure Committee,  
 619 should not exceed five pages, and should note the candidate’s contributions  
 620 to the Libraries, to the University, and to the profession. It should clearly  
 621 indicate the candidate’s accomplishments, current activities, and plans for  
 622 the future in each of the three areas of performance defined in IV.A. The  
 623 letter should also indicate how the candidate has addressed any  
 624 developmental concerns indicated by the Promotion and Tenure Committee  
 625 from previous reviews, and evidence of such improvement should be  
 626 included in the supporting materials. See section IX for detailed information  
 627 regarding the format and content of the Portfolio.  
 628
- 629 5. Timeline for comprehensive pre-tenure review process  
 630 To ensure all steps are being followed in the review process, the candidate  
 631 for review is responsible for confirming each step by obtaining the necessary  
 632 signatures as outlined in the procedural form (Appendix A). Once the  
 633 candidate has completed the form and obtained all necessary signatures,  
 634 they will submit the signed original to the Dean of the University Libraries  
 635 for inclusion in the Portfolio for Promotion and Tenure, and keep a copy for  
 636 their own file. When any of these dates fall on a weekend or other non-  
 637 business day such as a holiday, the actual deadline will be the first business  
 638 day after the specified date.  
 639

Action	When
Dean of the University Libraries notifies eligible tenure-leading faculty in writing that documentation for either their first or second comprehensive pre-tenure review is due no later than September 1.	By March 1
Candidates eligible for review submit the required documentation to the Promotion and Tenure (P&T) Committee Chair.	By September 1

Section V. Pre-tenure Considerations and Reviews

<p>P&amp;T Committee reviews all materials for comprehensive pre-tenure reviews. The Committee will provide written feedback to each candidate in the form of a letter. This feedback will include a statement regarding progress toward tenure and comments of a developmental nature, in line with the criteria for tenure, indicating areas of concern and suggestions for improvement. The Committee Chair will send one copy of each candidate's letter to their Division Director (or other appropriate primary evaluator), and will send a second copy of each letter along with each candidate's review materials to the Dean.</p>	<p>By November 1</p>
<p>The Dean provides written feedback in the form of a letter to the candidate under review.</p>	<p>By December 1</p>

640

641 **VI. Tenure Only or Concurrent Tenure and Promotion to Associate Professor**

642 **A. Introduction**

643 Tenure represents a significant contractual commitment by the University to the  
644 faculty member, as described in the Faculty Handbook, and the University  
645 Promotion and Tenure Policy. Therefore, rigorous evaluation at all levels is  
646 essential. Tenure evaluation is based on both the individual's performance and on  
647 the degree to which the individual's abilities meet the University Libraries' needs.  
648 The criteria on which the candidate will be judged are those described above in  
649 section IV. In some cases, changes in the mission of the Libraries or in the financial  
650 condition of the University may prevent the awarding of tenure to an otherwise  
651 deserving candidate.

652 **B. Evaluation Period and Credit for Prior Service**

653 Emphasis will be placed on the candidate's service at the University of Dayton.  
654 However, candidates who have been hired with a shortened tenure clock may  
655 include accomplishments from their career prior to their tenure-track service at the  
656 University of Dayton Libraries. This may include service at another institution or at  
657 the University of Dayton in a different role. The evaluation period for such  
658 candidates will have been determined with the letter of hire. As stated previously,  
659 all prior service (including credit for past scholarship without a shortened clock)  
660 will be documented in the all-faculty promotion and tenure timeline document  
661 shared by the Dean at the beginning of each academic year. The Promotion and  
662 Tenure Committee chair will ensure committee members are aware of any prior  
663 service credit as part of a candidate's review. As part of their portfolios for tenure  
664 and/or promotion, all candidates are expected to submit evidence of their  
665 accomplishments in each area of evaluation, including accomplishments in prior  
666 roles or institutions.

667 **C. Application of criteria**

668 Tenure will not be granted to a faculty member whose rank is below the level of  
669 Associate Professor. Normally, tenure will be considered at the same time as  
670 promotion in rank to Associate Professor. The award of tenure, or concurrent  
671 promotion to Associate Professor and tenure, requires one of the following  
672 combinations:

673  
674           Significant achievement in librarianship  
675           Satisfactory achievement in scholarship  
676           Satisfactory achievement in service

677  
678           Significant achievement in scholarship  
679           Satisfactory achievement in librarianship  
680           Satisfactory achievement in service

681  
682 Candidates for tenure and promotion to associate professor must also:

- 683 1. Demonstrate effectiveness in librarianship and efforts to improve  
684 librarianship quality, and consistent with the expectations detailed in the  
685 letter of hire, or if changes to the position are made after the letter of hire,  
686 these will be articulated in a new appointment letter, or the annual review  
687 letter,  
688 2. Provide evidence of the establishment of a record of scholarship and/or  
689 artistic accomplishment, and  
690 3. Provide evidence of a developing practice of service, in multiple internal and  
691 external contexts, that advances the operation, mission, or reputation of the  
692 University.

693 **D. Required documentation**

694 All candidates for tenure should submit a Portfolio for Promotion and Tenure,  
695 which includes a letter of application, current curriculum vitae, copies of all  
696 previous evaluations, formal letters of support written by other colleagues, and  
697 supporting materials as appropriate. The review materials will be cumulative. The  
698 letter of application, written by the candidate and addressed to the Promotion and  
699 Tenure Committee, should not exceed five pages, and should note the candidate's  
700 contributions to the Libraries, to the University, and to the profession. It should  
701 clearly indicate the candidate's accomplishments, current activities, and plans for  
702 the future in each of the three areas of performance defined in IV.A. The letter  
703 should also indicate how the candidate has addressed any developmental concerns  
704 indicated by the Promotion and Tenure Committee from previous reviews, and  
705 evidence of such improvement should be included in the supporting materials. The  
706 formal letters of support, written by informed colleagues, should attest to the  
707 quality of librarianship, scholarship, and/or service accomplishments of the  
708 candidate, including the candidate's overall suitability for tenure and/or promotion.  
709 See section IX for detailed information regarding the format and content of the  
710 Portfolio.

711  
712 The candidate's Division Director (or other primary evaluator) is also responsible  
713 for submitting a letter to the Chair of the Promotion and Tenure Committee, stating  
714 their overall evaluation of the candidate and recommendations for promotion  
715 and/or tenure. The Division Director (or other primary evaluator) will provide a  
716 copy of this letter to the candidate at the same time. The Chair is responsible for  
717 inserting the original letter into the candidate's Portfolio. If the candidate up for  
718 review is a Division Director, they will forego a letter of evaluation from their  
719 primary evaluator if that person is the Dean.

720  
721 During the final tenure review process, materials of a substantive nature which  
722 update the submitted Portfolio (e.g., acceptance or publication of a manuscript) can  
723 be added to the Portfolio by the candidate at any point in the review process until  
724 the Provost's recommendation is made. Additions to the Portfolio should be  
725 submitted to the Chair of the Promotion and Tenure Committee. The Chair will

726 notify the Promotion and Tenure Committee and Dean of the updated material and  
 727 insert the information into the Portfolio or send it to the Dean to insert into the  
 728 Portfolio. Appropriate consultation will take place if materials are added that will  
 729 affect the recommendation.

730 **E. Application Timeline**

731 To ensure all steps are being followed in the review process, the candidate for  
 732 tenure and all appropriate parties must confirm completion of each step by signing  
 733 the procedural form as outlined (Appendix A). Depending upon the step in the  
 734 process, responsibility for the form (including obtaining necessary signatures for  
 735 that step) will reside with either the Dean or the Chair of the Promotion and Tenure  
 736 Committee. When the form is not in active use, it shall remain in the candidate's  
 737 Portfolio for Promotion and Tenure. Once the form has been completed and all  
 738 necessary signatures have been obtained, the signed original will be placed in the  
 739 Portfolio for submission to the Provost.

740  
 741 When any of these dates falls on a weekend or other non-business day such as a  
 742 holiday, the actual deadline will be the first business day after the specified date.  
 743

Action	When
The Dean notifies any faculty eligible for tenure or tenure and promotion to associate professor that their applications are due by September 1. The Dean will also notify the candidate's Division Director (or other primary evaluator) that their evaluation and recommendation letter is due by October 1.	By March 1
Faculty eligible for tenure and/or promotion review will submit the required documentation to the Promotion and Tenure Committee Chair.	By September 1
The candidate's Division Director (or other primary evaluator) will also submit their evaluation and recommendation letter to the Chair and forward a copy of this letter to the candidate. If the candidate up for review is a Division Director, they will forego a letter of evaluation from their primary evaluator if that person is the Dean.	By September 1
The Promotion and Tenure Committee Chair will submit a written letter to the Dean, stating the Committee's recommendation on the tenure application. The Chair will forward the recommendation along with the Portfolio for Promotion and Tenure to the Dean. The Chair will forward copies of the recommendation to the candidate and the	By November 15

Section VI. Tenure and/or Concurrent Promotion to Associate Professor

<p>candidate's Division Director (or other primary evaluator) at the same time.</p>	
<p>The candidate may respond in writing to the Committee's recommendation by submitting a letter to the Dean, who will include the letter in the candidate's Portfolio for Promotion and Tenure. If the candidate chooses not to submit a response, they should so inform the Dean in writing no later than November 21.</p>	<p>By November 21</p>
<p>If the Dean disagrees or has any questions about the recommendation, the Dean will discuss with the Promotion and Tenure Committee.</p>	<p>By December 1 (Optional)</p>
<p>The Dean will inform the candidate, in writing, of their recommendation and the reasons for it. After the candidate has been notified, a copy of the Dean's recommendation will be forwarded to the candidate's Division Director (or other primary evaluator) as well as the Chair of the Promotion and Tenure Committee, who will make the recommendation available to Committee members.</p>	<p>By December 14</p>
<p>Candidates or concerned individuals (e.g., Division Directors, Promotion and Tenure Committee members) who wish to submit a written response to the Dean have until the first business day following December 21 to do so. Concerned individuals will need to sign the procedural form when they submit the letter. If the candidate chooses not to submit a response, they should so inform the Dean in writing no later than December 21.</p>	<p>By December 21</p>
<p>The Dean will consider any additional evidence and responses and send a recommendation in writing to the Provost, along with the completed Procedural Form, Portfolio, and the response(s) of any candidate or concerned individuals. After ensuring the candidate has received notification, the Dean will inform the P&amp;T Committee of the recommendation.</p>	<p>By January 1</p>

Section VI. Tenure and/or Concurrent Promotion to Associate Professor

Candidates or any other concerned individuals (e.g. Division Directors, P&T Committee members) may file a written response to the Dean’s recommendation directly with the Provost.	By January 15
The Provost will review all materials and make recommendations to the President. Each candidate will be informed in writing of the Provost’s recommendation.	By January 30
Candidates or any other concerned individuals (e.g. Division Directors, P&T Committee members) may submit a written response to the Provost.	By February 15

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Each candidate will be informed in writing of the President’s decision. This decision will be copied to the Provost, the Dean, and the candidate’s Division Director (or other primary evaluator).

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**F. Mediation and Appeals**

If the candidate chooses to appeal the President’s decision, they may begin the process in accord with the Faculty Handbook, Section IV.E. If mediation does not resolve the complaint, the candidate may make use of the appeal processes set out in the Faculty Handbook (Sections IV.C.1, IV.E, and XIII.E). The Board of Trustees will serve as the court of last resort in the appeals process.



754**VII. Promotion to Professor**

755 **A. Introduction**

756 Promotion recognizes an individual's accomplishments in the areas of librarianship,  
757 scholarly activities, and service. The criteria on which the candidate will be  
758 evaluated are those described above in section IV. Rigorous evaluation at all levels is  
759 essential and is based on the individual's performance, the degree to which the  
760 individual's abilities meet library needs, and the contribution the individual has  
761 made to the university and to the profession.

762 **B. Evaluation Period**

763 The primary evaluation period is the time since the candidate's last review for  
764 purposes of promotion and/or tenure. However, the candidate's cumulative  
765 achievement over their career should be considered.

766 **C. Time in Rank**

767 Although time in rank is not a primary consideration for promotion, a faculty  
768 member will normally serve five or more years at a given rank before promotion.

769 **D. Required documentation**

770 Candidates for promotion should submit a Portfolio for Promotion and Tenure,  
771 which includes a letter of application, current curriculum vitae, copies of all  
772 evaluations received since the last comprehensive review, formal letters of support  
773 written by other colleagues, and supporting materials as appropriate. The review  
774 materials will be cumulative. The letter of application, written by the candidate and  
775 addressed to the Promotion and Tenure Committee, should not exceed five pages,  
776 and should note the candidate's contributions to the Libraries, to the University, and  
777 to the profession. It should clearly indicate the candidate's accomplishments,  
778 current activities, and plans for the future in each of the three areas of performance.  
779 The formal letters of support, written by informed colleagues, should attest to the  
780 quality of librarianship, scholarship, and/or service accomplishments of the  
781 candidate, including the candidate's overall suitability for promotion. Candidates  
782 seeking promotion from Associate Professor to Professor must include external  
783 letters of support, written by informed colleagues from other institutions. See  
784 section IX for detailed information regarding the format and content of the Portfolio.

785  
786 The candidate's Division Director (or other primary evaluator) is also responsible  
787 for submitting a letter to the Chair of the Promotion and Tenure Committee, stating  
788 their overall evaluation of the candidate and recommendations for promotion. The  
789 Division Director (or other primary evaluator) will provide a copy of this letter to  
790 the candidate at the same time. The Chair is responsible for inserting the original  
791 letter into the candidate's Portfolio. If the candidate up for review is a Division  
792 Director, they will forego a letter of evaluation from their primary evaluator if that  
793 person is the Dean.

794 **E. Application of Criteria**

795 The criteria used to evaluate faculty performance are described above in section III.  
796 The evaluation should not be limited merely to counting activities and

797 accomplishments, but should involve evaluating the candidate's activities according  
798 to their depth and degree. A candidate who successfully completes the promotion  
799 process will be granted promotion with their next contract.

800

801 Candidates for promotion to Professor must:

- 802 1. Demonstrate a sustained/consistent record of high-quality librarianship and  
803 a commitment to further enhance librarianship quality, and
- 804 2. Provide evidence of an ongoing/consistent record of scholarship and/or  
805 artistic accomplishments that demonstrates excellence and is recognized and  
806 evaluated positively by the scholarly/artistic community, and
- 807 3. Provide evidence of an ongoing/consistent established record of service and  
808 leadership, in multiple internal and external contexts, that advances the  
809 mission of the University.

810

811 Promotion to Professor requires the following:

812

813 Significant achievement in librarianship

814 Significant achievement in scholarship

815 Satisfactory achievement in service

816

817 Promotion to Professor requires significant achievement in librarianship and  
818 scholarship, and satisfactory achievement in service. There can be a broad range  
819 of evidence for demonstrating the accomplishments and impact expected of a  
820 Professor. The application of these criteria should be flexible and recognize that  
821 individual faculty members can achieve excellence and recognition in many  
822 different ways.

823

824 In addition, elevation to the rank of Professor requires evidence of sustained,  
825 distinguished performance at the university, state, regional, or national levels.  
826 Evidence of this performance shall be documented in the letter of application for  
827 promotion and the required external letters of support. These letters should  
828 address the candidate's distinguished performance and achievements in one or  
829 more of the aforementioned categories.

830

831 Examples of such evidence of distinguished performance may include (but are  
832 not limited to):

833

834 Substantial publications in journals of national or international standing

835

836 Reviews or citation studies indicating the impact and importance of the  
837 candidate's work

838

839 Campus leadership roles, significant committee appointments, or other  
840 leadership roles in major professional or scholarly associations.

841 **F. Application Timeline**

842 To ensure all steps are being followed in the review process, the candidate for  
 843 promotion and all appropriate parties must confirm completion of each step by  
 844 signing the procedural form as outlined (Appendix A). Depending upon the step in  
 845 the process, responsibility for the form (including obtaining necessary signatures  
 846 for that step) will reside with either the Dean or the Chair of the Promotion and  
 847 Tenure Committee. When the form is not in active use, it shall remain in the  
 848 candidate's Portfolio for Promotion and Tenure. Once the form has been completed  
 849 and all necessary signatures have been obtained, the signed original will be placed  
 850 in the Portfolio for submission to the Provost.

851  
 852 When any of the dates fall on a weekend or other non-business day such as a  
 853 holiday, the actual deadline will be the first business day after the specified date.  
 854 Candidates who are concurrently applying for promotion and tenure should refer to  
 855 the application timeline for tenure, as stated in section VI.E. The timeline stated  
 856 below applies to candidates only applying for promotion.  
 857

Action	When
Faculty member eligible for promotion submits the required documentation to the Promotion and Tenure (P&T) Committee Chair.	By September 1
The candidate's Division Director (or other primary evaluator) will also submit their evaluation and recommendation letter to the Chair and forward a copy of this letter to the candidate. It is the responsibility of the candidate to alert their primary evaluator of the need for a letter. If the candidate up for review is a Division Director, they will forego a letter of evaluation from their primary evaluator if that person is the Dean.	By September 1
P&T Committee Chair submits a letter to the Dean, stating the Committee's recommendation on the promotion application. The Chair will forward the candidate's Portfolio for Promotion and Tenure to the Dean along with the recommendation letter. A copy of the recommendation will be forwarded to the candidate at the same time.	By November 15
If the Dean disagrees or has any questions about the recommendation, the Dean will discuss with the Promotion and Tenure Committee.	By December 1 (Optional)
The Dean will inform the candidate, in writing, of their recommendation and the reasons for it. After the candidate has been notified, a copy of the Dean's recommendation	By December 14

will be forwarded to the candidate’s Division Director (or other primary evaluator) as well as the Chair of the Promotion and Tenure Committee, who will make the recommendation available to Committee members.	
Candidates or concerned individuals (e.g., Division Directors, Promotion and Tenure Committee members) who wish to submit a written response to the Dean have until the first business day following December 21 to do so. Concerned individuals will need to sign the procedural form when they submit the letter. If the candidate chooses not to submit a response, they should so inform the Dean in writing no later than December 21.	By December 21
The Dean will consider any additional evidence and responses and send a recommendation in writing to the Provost, along with the completed Procedural Form, Portfolio, and the response(s) of any candidate or concerned individuals. After ensuring the candidate has received notification, the Dean will inform the P&T Committee of the recommendation.	By January 1
Candidates or any other concerned individuals (e.g. Division Directors, P&T Committee members) may file a written response to the Dean’s recommendation directly with the Provost.	By January 15
The Provost will review all materials and make recommendations to the President. Each candidate will be informed in writing of the Provost’s recommendation.	By January 30
Candidates or any other concerned individuals (e.g. Division Directors, P&T Committee members) may submit a written response to the Provost.	By February 15

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Each candidate will be informed in writing of the President’s decision. This decision will be copied to the Provost, the Dean, and the candidate’s Division Director (or other primary evaluator).

**G. Awarding Emeritus/Emerita Status**

When a librarian announces their retirement, the retiring librarian’s supervisor or a colleague can nominate the retiree for promotion to emeritus status. The nomination letter will be sent to the University Libraries Promotion and Tenure Committee and will briefly list the highlights of the librarian’s career. This letter should be written within one month of the announcement of the librarian’s intent to retire. It is preferred that this process take place in the Fall semester, in accordance with other promotion and tenure activities. The University Libraries Promotion and Tenure Committee will then meet to consider recommendation of

871 Emeritus/Emerita status for the retiree. This recommendation will be forwarded to  
872 the Dean of University Libraries

873

874 **Criteria for Emeritus/Emerita status**

875 Criteria for Emeritus/Emerita status include the following: substantial contribution  
876 to the University Libraries and employment at the University Libraries for at least  
877 10 years. These criteria mirror the standards outlined in the Faculty Handbook:

878

879 The title *Emeritus/Emerita* may be conferred on a person who has retired  
880 from fulltime teaching or administration. The title is granted in recognition  
881 of long or exceptional service, as shown through the person's teaching or  
882 administrative ability, and dedication to the University and to the teaching  
883 profession.<sup>1</sup>

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<sup>1</sup> University of Dayton Faculty Governance Handbook Section IV.8.F Professor Emeritus/Emerita  
[<https://udayton.edu/provost>]

884/VIII. **University Libraries Promotion and Tenure Committee**

885 **A. Composition and Responsibilities**

886 The Committee is responsible for reviewing applications for promotion and/or  
887 tenure, including comprehensive pre-tenure reviews, and making recommendations  
888 to the Dean of the University Libraries regarding such applications. The Committee  
889 consists of all tenured librarians within the University Libraries, excluding those on  
890 leave or with a conflict of interest as defined below. An exception can be made for  
891 faculty on sabbatical leave, who are eligible and wish to serve on the Committee.  
892 Faculty on sabbatical who intend to participate will notify the chair by October 1.  
893 The Dean of the University Libraries is not eligible to serve on the Committee. At the  
894 beginning of each academic year, the Chair of the Committee from the previous  
895 academic year will call a meeting to elect a new Chair. This meeting must take place  
896 no later than September 15. All committee members are expected to have completed  
897 required University-sponsored diversity training for Promotion and Tenure reviews  
898 prior to serving on the Promotion and Tenure Committee.

899 **B. Responsibilities of the Chair**

900 The Chair is responsible for calling all meetings of the Committee and ensuring the  
901 proper procedures for all review processes are being followed, including shared  
902 responsibility with the Dean for the completion of the procedural form (Appendix  
903 A). The Chair must notify all members of the Committee when a promotion and/or  
904 tenure application has been received and is ready for the Committee to review,  
905 including applications for pre-tenure comprehensive review.

906  
907 The Chair, on behalf of the Committee, is also responsible for writing and submitting  
908 a letter to the Dean stating the Committee's recommendations for each application,  
909 including the final vote count and rationale for those recommendations. The Chair is  
910 responsible for ensuring all Committee members sign this letter before submitting it  
911 to the Dean. Committee members' signatures are obtained to ensure proper  
912 procedures are being followed, including confirmation that each Committee  
913 member has read the letter before it is submitted to the Dean. Signatures do not  
914 indicate individual agreement with the final recommendation of the overall  
915 Committee as stated in the letter. If the Committee's decision is not unanimous, the  
916 letter should state the majority opinion as well as accurately and objectively reflect  
917 the minority opinion. These letters should contain an objective account of the  
918 Committee's deliberations. In the instance of a split vote, Committee members who  
919 share the minority opinion have the option to submit an additional minority opinion  
920 letter to the Dean, which does not need to be signed by each member of the  
921 Committee. The Chair is responsible for forwarding each candidate's Portfolio to the  
922 Dean along with the corresponding letter of evaluation and recommendation. The  
923 Dean has the option to call a meeting of the Promotion and Tenure Committee to  
924 discuss differing opinions.

925

926 **C. Conflict of Interest**

927 If a Committee member is a candidate for promotion, or has some other conflict of  
928 interest, they will not be present during that portion of the deliberations. All direct  
929 reports will also recuse themselves from any discussion or decision regarding their  
930 supervisor's promotion or tenure applications or reviews.

931 **D. Voting process**

932 The Chair of the Promotion and Tenure Committee will call a meeting of the  
933 Committee to vote on each eligible application submitted for promotion, tenure,  
934 and/or concurrent promotion and tenure. Committee members are required to  
935 review all application materials prior to the vote. The Chair will prepare both a  
936 preliminary and a final ballot for each candidate, which will be distributed to each  
937 member of the Committee at this meeting (sample ballots forms are located in  
938 Appendix C). The Chair conducts the preliminary vote at the start of the meeting,  
939 and shares the tally anonymously with the Committee. The Committee then  
940 discusses the candidate's application. After discussion, the Chair distributes the final  
941 ballot, and shares the final tally anonymously with the Committee at the end of the  
942 meeting. The Chair is responsible for maintaining the confidentiality of each  
943 individual vote and only sharing the final vote tally with the Committee.

944 **E. Quorum**

945 The quorum required to discuss and vote on all Promotion and Tenure reviews is  
946 two-thirds of the eligible faculty not on an approved leave of absence. Faculty  
947 members who recuse themselves because of a conflict of interest are not counted  
948 when determining quorum.

949 **IX. Portfolio for Promotion and Tenure**

950 A. The candidate for promotion or tenure is responsible for the accuracy and  
951 completeness of all the necessary materials submitted in the Portfolio for  
952 Promotion and Tenure. After the Committee and the Dean have completed their  
953 evaluations of the candidate, the Dean will forward the Portfolio for Promotion and  
954 Tenure, along with their recommendation and the procedural document, to the  
955 Provost. After the full review process has been completed, the Application folder  
956 and the Supporting Materials will be returned to the candidate by the Office of the  
957 Dean once the Dean has been notified of the President's final decision regarding the  
958 candidate's tenure and/or promotion application.

959  
960 Review materials are cumulative. The candidate must maintain all necessary  
961 materials for the Portfolio. These materials include annual administrative reviews,  
962 peer review evaluations, review letters from the Promotion and Tenure Committee,  
963 review letters from the Dean of the University Libraries, and Annual Reports on  
964 Research, Professional Activities, and Service. The candidate may request support  
965 from their Division Director (or other primary evaluator) in compiling some of the  
966 necessary material, but it is the candidate's responsibility to present a complete  
967 Portfolio. The candidate will submit the complete Portfolio (Application and  
968 Supporting Materials) to the Chair of the Promotion and Tenure Committee by the  
969 appropriate date. The faculty member should keep one complete copy of the  
970 materials that they included in the Portfolio.

971  
972 B. The Chair of the Promotion and Tenure Committee is responsible for making the  
973 Application and Supporting Materials, available only to members of the Promotion  
974 and Tenure Committee and the Division Director (or other primary evaluator) until  
975 the complete Portfolio is submitted to the Dean. Prior to submitting the Portfolio to  
976 the Dean, the Chair will also insert the Committee's and the Division Director's (or  
977 other primary evaluator's) letters of recommendation into the appropriate section  
978 of the Application folder.

979  
980 C. Faculty candidates do not have access to their Portfolios for Promotion and Tenure  
981 once they have been submitted to the Chair of the Promotion and Tenure  
982 Committee. While the Portfolio must be complete and accurate at the time it is  
983 submitted, the candidate may update the Portfolio (e.g., notice of acceptance or  
984 publication of a manuscript) by submitting the information to the Chair. The Chair  
985 will notify the Promotion and Tenure Committee and Dean of the updated material  
986 and insert the information into the Portfolio in the appropriate section or send it to  
987 the Dean to insert into the appropriate section of the Portfolio. It is expected that  
988 appropriate consultation will take place if materials are added that will affect the  
989 recommendation.

990



- 991 D. If the faculty member under review chooses to submit a written response to the  
992 final letters of the Committee or of the Dean, the faculty member will provide the  
993 response(s) to the Chair who is responsible for inserting these materials into the  
994 appropriate section of the Portfolio or forwarding the responses to the Dean to  
995 insert into the Portfolio.  
996
- 997 E. All candidates for promotion and/or tenure should submit a Portfolio, consisting of  
998 an Application folder and a Supporting Materials folder, detailed below in section F.  
999 The review materials for promotion and tenure will be cumulative.  
1000
- 1001 F. Materials required for the Portfolio for Promotion and Tenure  
1002 Materials should be placed within the appropriate subfolders, indicated below.  
1003 Materials should be placed in reverse chronological order, with the most recent year  
1004 on top. In cases where multiple items are in a subfolder, like items should be  
1005 grouped together and arranged in reverse chronological order, with the most recent  
1006 year on top. The following materials must be included in the faculty member's  
1007 Portfolio for Tenure and Promotion:  
1008
- 1009 1. **Application [Folder 1]**  
1010
  - 1011 a. Letter of application, not to exceed five pages, which should note the  
1012 candidate's contributions to the Libraries, to the University, and to the  
1013 profession. The letter should be addressed to the Promotion and Tenure  
1014 Committee. It should clearly indicate the candidate's accomplishments,  
1015 current activities, and plans for the future in each of the three areas of  
1016 performance, namely librarianship, scholarship, and service. If appropriate,  
1017 the letter should also indicate how the candidate has addressed any  
1018 developmental concerns indicated by the Promotion and Tenure Committee  
1019 from previous reviews, and evidence of such improvement should be  
1020 included in the Supporting Materials. **[Subfolder 1 labeled "Letter of  
1021 Application/CV"]**  
1022
  - 1023 b. *Curriculum Vitae*, comprehensive and current as of September 15 of the year  
1024 of application. **[Subfolder 1]**  
1025
  - 1026 c. Annual administrative review letters and Annual Reports on Research,  
1027 Professional Activities and Service, signed by the candidate's Division  
1028 Director (or other primary evaluator), which must be submitted by  
1029 candidates for promotion and/or tenure. Written responses to annual  
1030 reviews by the candidate should also be included. Candidates for promotion  
1031 to Associate Professor and/or tenure must submit these reports for all years  
1032 at the University of Dayton. Candidates for promotion to Professor should

- 1033 provide the Reports and corresponding review letters for at least the  
1034 previous five years. **[Subfolder 2 labeled “Annual Reports/Evaluations”]**  
1035
- 1036 d. Copies of the candidate’s Peer Review evaluations, which normally take place  
1037 in the 2nd and 4th year. This should include copies of the candidate’s self-  
1038 evaluations, the Peer Review Committee’s final reports, and the candidate’s  
1039 written response to the Committee’s reports, if there are any. **[Subfolder 3**  
1040 **labeled “Peer Review Evaluations”]**  
1041
- 1042 e. The Promotion and Tenure Committee’s letter. This letter should state  
1043 clearly the reasons for the recommendation. It should relate the faculty  
1044 member’s record to the University Libraries’ standards for promotion and  
1045 tenure. The letter should be signed by all members of the Committee. For  
1046 candidates for promotion to Associate Professor and tenure, all required  
1047 reviews and evaluations of the faculty member by the Committees since the  
1048 candidates’ initial hiring must be submitted. **[Subfolder 4 labeled “P&T**  
1049 **Committee Letters/Responses”]**  
1050
- 1051 f. As appropriate, the faculty member’s response to the recommendation letter  
1052 of the Promotion and Tenure Committee (optional). **[Subfolder 3]**  
1053
- 1054 g. For final tenure and/or promotion applications, the Division Director’s (or  
1055 other appropriate primary evaluator’s) recommendation letter. This letter  
1056 should state clearly the reason for the recommendation. It should state how  
1057 the faculty member’s performance relates to the expectations for the faculty  
1058 member that are found in the letter of hire and any changes in expectations  
1059 that are documented in subsequent annual reviews. It should also relate the  
1060 faculty member’s record to the department’s standards for tenure and  
1061 promotion. If the candidate up for review is a Division Director, they will  
1062 forego a letter of evaluation from their primary evaluator if that person is the  
1063 Dean. For normal third- and fifth-year comprehensive pre-tenure reviews (or  
1064 equivalent reviews for faculty hired with credit for prior service), this  
1065 subfolder will be left empty. **[Subfolder 5 labeled “Primary Evaluator**  
1066 **Recommendation”]**  
1067
- 1068 h. The Dean’s letters or comments on the comprehensive pre-tenure reviews  
1069 (or equivalent reviews for faculty hired with credit for prior service) for  
1070 candidates for promotion to Associate Professor and tenure. **[Subfolder 6**  
1071 **labeled “Dean’s Letters”]**  
1072
- 1073 i. Formal letters, written by colleagues, which attest to the quality of  
1074 librarianship, scholarship, and/or service accomplishments of the candidate,

1075 including the candidate’s overall suitability for promotion and/or tenure. For  
 1076 normal third- and fifth-year comprehensive pre-tenure reviews (or  
 1077 equivalent reviews for faculty hired with credit for prior service), this  
 1078 subfolder will be left empty. **[Subfolder 7 labeled “Letters of Support”]**  
 1079

1080 j. A Procedural Form, which was provided to the candidate at the time of hire,  
 1081 which itemizes each step in the promotion and tenure process. In accordance  
 1082 with University policy, as each step is completed, the form is to be signed by  
 1083 the responsible person (e.g., candidate under review, Division Director or  
 1084 other primary evaluator, Chair of the Promotion and Tenure Committee, or  
 1085 Dean), acknowledging that steps were completed in accordance with  
 1086 University Libraries policies and indicating the date on which steps were  
 1087 completed. Each candidate will be provided an opportunity to sign,  
 1088 acknowledging receipt of written documentation and the date it was  
 1089 received. A candidate’s signature will not indicate agreement with the  
 1090 feedback or recommendations at any given point. Once all necessary  
 1091 signatures have been obtained, the Dean will ensure the form has been  
 1092 placed in the Application folder for submission to the Provost. The signed  
 1093 procedural forms for the third- and fifth-year pre-tenure reviews should be  
 1094 retained in the folder for inclusion in the final tenure (or tenure and  
 1095 promotion) application. The candidate will retain a copy of the completed  
 1096 form. **[Main Portfolio section]**  
 1097

1098 **2. Supporting Materials [Folder 2]**

1099 The candidate is responsible for providing a representative selection of material  
 1100 in support of the application for promotion or tenure or both. Only materials  
 1101 that provide clearly relevant evidence of quality performance in librarianship,  
 1102 scholarship, and service should be included.  
 1103

1104 a. Librarianship—this section should include relevant documents and artifacts  
 1105 that illustrate the candidate’s accomplishments in the area of librarianship,  
 1106 as defined in IV.C.1. **[Subfolder 1 labeled “Librarianship”]**  
 1107

1108 Examples of evidence include, but are not limited to, the following:

- 1109 ● Select letters or emails from instructors regarding instruction  
 1110 sessions, or teaching in general.
- 1111 ● Copies of selected bibliographic or name authority records created by  
 1112 the candidate
- 1113 ● Selected collection development policies created by the candidate
- 1114 ● Copies of reports for institutionally-funded projects
- 1115 ● (university awarded grants)
- 1116 ● Selected collection assessment reports

- 1117 ● URLs and/or selected screen shots of web/digital resources created
- 1118 by the candidate, including Resource Guides and online tutorials
- 1119 ● Marketing materials (such as flyers, handouts or brochures) for
- 1120 specific services, events, exhibits, etc. developed by the candidate
- 1121 ● Sample evaluations for instruction sessions
- 1122 ● Acknowledgment letters from colleagues regarding services
- 1123 performed as part of regular library duties (such as thank-you letters
- 1124 or emails)
- 1125 ● Examples of the candidate’s active pursuit of professional
- 1126 development, such as certificates earned after completion of a
- 1127 workshop or seminar related to the candidate’s primary duties
- 1128

1129 b. Scholarship—this section should include evidence of the candidate’s

1130 scholarly activities, as defined in IV.C.2. **[Subfolder 2 labeled**

1131 **“Scholarship”]**

1132

1133 Examples of scholarship include, but are not limited to, the following:

- 1134 ● Copies of publications and other scholarly productions, such as
- 1135 journal articles, book chapters, etc.
- 1136 ● Citation studies of the candidate’s publications
- 1137 ● Abstracts for peer-reviewed posters or presentations
- 1138 ● Grant reports for externally funded projects
- 1139 ● Selected screen shots and/or DVDs, CDs, or URLs of significant
- 1140 computer software, databases or web sites that facilitate and
- 1141 contribute to scholarship
- 1142

1143 c. Service—this section should include evidence of the candidate’s service to

1144 the University Libraries, the University, the profession, and the community,

1145 as defined in IV.C.3. **[Subfolder 3 labeled “Service”]**

1146

1147 Examples of service include, but are not limited to, the following:

- 1148 ● Acknowledgment letters and/or emails from committee chairs, heads
- 1149 of community organizations, etc. thanking the candidate for services
- 1150 provided
- 1151 ● Committee rosters listing the candidate and their role on those
- 1152 committees
- 1153 ● Program or other marketing material related to events or
- 1154 presentations for which the candidate served as a moderator,
- 1155 organizer, or peer reviewer at professional meetings, conferences,
- 1156 symposia, etc.

1157 **X. Responsibilities of All Participants in the Promotion and Tenure Review Process**

1158 All participants in the review process are expected to:

1159

1160 A. Have completed required University-sponsored diversity training for Promotion and  
1161 Tenure reviews prior to serving on the Promotion and Tenure Committee.

1162

1163 B. Be fully knowledgeable of the library and University policies regarding promotion and  
1164 tenure.

1165

1166 C. Be fully conversant with the candidate's materials. All persons involved in the review  
1167 process must have read the materials submitted by the candidate in the Portfolio for  
1168 Promotion and Tenure, including supporting materials.

1169

1170 D. Attend the appropriate meetings at which the candidate's qualifications are considered.  
1171 Absence from minor portions of meetings does not disqualify a committee member from  
1172 voting, unless the absence includes the actual vote. Proxy voting is not allowed.

1173

1174 E. Maintain absolute confidentiality with respect to all materials, discussions,  
1175 recommendations, and votes.

1176

**APPENDIX A: University Libraries  
Promotion and Tenure Procedural Forms**

1177  
1178  
1179  
1180

1181 Faculty Member's Name:

1182 Date of Appointment:

1183 Years of credit toward tenure (if any):\_\_\_\_\_

1184 This form itemizes the promotion and tenure steps that are to be followed in the University  
1185 Libraries.

1186 As steps are completed, each of the responsible persons (e.g., candidate under review, Division  
1187 Directors, Chair of the Promotion and Tenure Committee, and Dean) in the unit will provide their  
1188 signature, acknowledging that steps were completed in accordance with the University Promotion  
1189 and Tenure Policy (I-06-10) and the University Libraries Promotion and Tenure Policy documents,  
1190 indicating the date on which steps were completed.

1191 Each candidate will be provided an opportunity to sign, acknowledging receipt of written  
1192 documentation and the date it was received. A candidate's signature will not indicate agreement  
1193 with the feedback or recommendations at any given point.

1194 Timeline for both promotion and tenure begins July 1. For persons hired after October 31, the  
1195 timeline will begin July 1 of the following year.

1196 All procedural forms are to be retained and included in promotion and tenure application  
1197 materials.

1198 Timeline for reviews:

1199

1200 **Pre-tenure Review**  
 1201 **Third Year (or First Comprehensive Pre-tenure) Review Scheduled: \_\_\_\_\_(year)**  
 1202 **Version of Promotion & Tenure Policy under which candidate is being evaluated (UPT**  
 1203 **approved revision date) \_\_\_\_\_**

1204 Note: There is a single date line that is to be used when that action is completed not when each  
 1205 person signs it. When any of these dates fall on a weekend or other non-business day such as a  
 1206 university holiday, the actual deadline will be the first business day after the specified date.  
 1207

Action	When	Signatures & Dates
Dean of the University Libraries notifies eligible tenure-leading faculty in writing that documentation for their 3rd year review is due no later than September 1.	By March 1	Date Completed _____  Signature _____  Printed Name _____ <b>Dean, University Libraries</b>  Signature _____  Printed Name _____ <b>Candidate for Tenure</b>
All documentation required for 3rd year review submitted to the chair of the P&T Committee.	By September 1	Date Completed _____  Signature _____  Printed Name _____ <b>Chair, Library P&amp;T Committee</b>  Signature _____  Printed Name _____ <b>Candidate for Tenure</b>

<p>P&amp;T Committee reviews materials for the 3rd year review. A letter addressed to the candidate with the Committee's feedback is given to the candidate, and a copy is forwarded to the candidate's Division Director (or other appropriate primary evaluator). A copy is also forwarded to the Dean along with the review materials.</p>	<p>By November 1</p>	<p>Date Completed _____</p> <p>Signature _____</p> <p>Printed Name _____ <b>Chair, Library P&amp;T Committee</b></p> <p>Signature _____</p> <p>Name _____ <b>Dean, University Libraries</b></p> <p>Signature _____</p> <p>Printed Name _____ <b>Candidate's Primary Evaluator</b></p> <p>Signature _____</p> <p>Printed Name _____ <b>Candidate for Tenure</b></p>
---	--------------------------	--



<p>The Dean submits their comments and feedback to the candidate in the form of a letter. A copy of this letter is forwarded to the candidate's Division Director (or other appropriate primary evaluator).</p>	<p>By December 1</p>	<p>Date Completed _____</p> <p>Signature _____</p> <p>Printed Name _____  <b>Dean, University Libraries</b></p> <p>Signature _____</p> <p>Printed Name _____  <b>Candidate's Primary Evaluator</b></p> <p>Signature _____</p> <p>Printed Name _____  <b>Candidate for Tenure</b></p>
---	----------------------	--

1208

1209 **Pre-tenure Review**  
 1210 **Fifth Year (or Second Comprehensive Pre-tenure) Review Scheduled: \_\_\_\_\_ (year)**  
 1211 **Version of Promotion & Tenure Policy under which candidate is being evaluated (UPT**  
 1212 **approved revision date) \_\_\_\_\_**

1213 Note: There is a single date line that is to be used when that action is completed not when each  
 1214 person signs it. When any of these dates fall on a weekend or other non-business day such as a  
 1215 university holiday, the actual deadline will be the first business day after the specified date.  
 1216

Action	When	Signatures & Dates
Dean of the University Libraries notifies eligible tenure-leading faculty in writing that documentation for their 5th year review is due no later than September 1.	By March 1	Date Completed _____  Signature _____  Printed Name _____ <b>Dean, University Libraries</b>  Signature _____  Printed Name _____ <b>Candidate for Tenure</b>
All documentation required for 5th year review submitted to the chair of the P&T Committee.	By September 1	Date Completed _____  Signature _____  Printed Name _____ <b>Chair, Library P&amp;T Committee</b>  Signature _____  Printed Name _____ <b>Candidate for Tenure</b>

<p>P&amp;T Committee reviews materials for the 5th year review. A letter addressed to the candidate with the Committee's feedback is given to the candidate, and a copy is forwarded to the candidate's Division Director (or other appropriate primary evaluator). A copy is also forwarded to the Dean along with the review materials.</p>	<p>By November 1</p>	<p>Date Completed _____</p> <p>Signature_____</p> <p>Printed Name_____</p> <p><b>Chair, Library P&amp;T Committee</b></p> <p>Signature_____</p> <p>Printed Name_____</p> <p><b>Dean, University Libraries</b></p> <p>Signature_____</p> <p>Printed Name_____</p> <p><b>Candidate's Primary Evaluator</b></p> <p>Signature_____</p> <p>Printed Name_____</p> <p><b>Candidate for Tenure</b></p>
<p>The Dean submits their comments and feedback to the candidate in the form of a letter. A copy of this letter is forwarded to the candidate's Division Director (or other appropriate primary evaluator).</p>	<p>By December 1</p>	<p>Date Completed _____</p> <p>Signature_____</p> <p>Printed Name_____</p> <p><b>Dean, University Libraries</b></p> <p>Signature_____</p> <p>Printed Name_____</p> <p><b>Candidate's Primary Evaluator</b></p> <p>Signature_____</p> <p>Printed Name_____</p> <p><b>Candidate for Tenure</b></p>

1218 **Final Tenure Only or Final Tenure Review with Concurrent Promotion to Associate**  
 1219 **Professor**  
 1220 **Scheduled: \_\_\_\_\_ (year)**  
 1221 **Version of Promotion & Tenure Policy under which candidate is being evaluated (UPT**  
 1222 **approved revision date) \_\_\_\_\_**

1223 Note: There is a single date line that is to be used when that action is completed not when each  
 1224 person signs it. When any of these dates fall on a weekend or other non-business day such as a  
 1225 university holiday, the actual deadline will be the first business day after the specified date.  
 1226

Action	When	Signatures & Dates
Dean of the University Libraries notifies eligible tenure-leading faculty in writing that documentation for their tenure review is due no later than September 1. The Dean also notifies the appropriate Division Directors (or other primary evaluators) that their letters of evaluation and recommendation are due on September 1.	By March 1	Date Completed _____  Signature _____  Printed Name _____ <b>Dean, University Libraries</b>  Signature _____  Printed Name _____ <b>Candidate's Primary Evaluator</b>  Signature _____  Printed Name _____ <b>Candidate for Tenure</b>
Faculty member eligible for promotion and tenure submits the required documentation to the Promotion and Tenure (P&T) Committee Chair.	By September 1	Date Completed _____  Signature _____  Printed Name _____ <b>Chair, Library P&amp;T Committee</b>  Signature _____  Printed Name _____ <b>Candidate for Tenure</b>

<p>The candidate's Division Director (or other appropriate primary evaluator) submits a letter to the P&amp;T Committee Chair about the candidate and forwards a copy to the candidate. Candidates who are Division Directors and report directly to the Dean are exempt from this step.</p>	<p>By September 1</p>	<p>Date Completed _____</p> <p>Signature _____</p> <p>Printed Name _____</p> <p><b>Candidate's Primary Evaluator</b></p> <p>Signature _____</p> <p>Printed Name _____</p> <p><b>Chair, Library P&amp;T Committee</b></p> <p>Signature _____</p> <p>Printed Name _____</p> <p><b>Candidate for Tenure</b></p>
<p>P&amp;T Committee makes recommendation to the Dean on the promotion and tenure application, and forwards the recommendation letter along with the candidate's Portfolio to the Dean. The Chair of the Committee forwards a copy of the recommendation to the candidate.</p>	<p>By November 15</p>	<p>Date Completed _____</p> <p>Signature _____</p> <p>Printed Name _____</p> <p><b>Chair, Library P&amp;T Committee</b></p> <p>Signature _____</p> <p>Printed Name _____</p> <p><b>Dean, University Libraries</b></p> <p>Signature _____</p> <p>Printed Name _____</p> <p><b>Candidate for Tenure</b></p>

<p>The candidate may respond to the Committee’s recommendation in the form of a letter, which is submitted directly to the Dean. If the candidate chooses not to write a response, they so notify the Dean in writing.</p>	<p>By November 21</p>	<p>Date Completed _____</p> <p>Signature _____</p> <p>Printed Name _____  <b>Dean, University Libraries</b></p> <p>Signature _____</p> <p>Printed Name _____  <b>Candidate for Tenure</b></p>
<p>If the Dean disagrees or has any questions about the recommendation, the Dean will discuss with the Promotion and Tenure Committee.</p>	<p>By December 1 (Optional)</p>	<p>Date Completed _____</p> <p>Signature _____</p> <p>Printed Name _____  <b>Dean, University Libraries</b></p> <p>Signature _____</p> <p>Printed Name _____  <b>Chair, Library P&amp;T Committee</b></p>
<p>Dean will inform candidate, in writing, of their recommendation and the reasons for it. After candidate has been notified, a copy of the recommendation is forwarded to the P&amp;T Committee Chair, who shares the recommendation with the P&amp;T Committee. A copy of the recommendation is also forwarded to the candidate’s Division</p>	<p>No later than the first business day after December 14</p>	<p>Date Completed _____</p> <p>Signature _____</p> <p>Printed Name _____  <b>Candidate for Tenure</b></p> <p>Signature _____</p> <p>Printed Name _____  <b>Dean, University Libraries</b></p>

<p>Director (or other primary evaluator).</p>		<p>Signature_____</p> <p>Printed Name_____</p> <p><b>Chair, Library P&amp;T Committee</b></p> <p>Signature_____</p> <p>Printed Name_____</p> <p><b>Candidate's Primary Evaluator</b></p>
<p>Candidates or concerned individuals may submit a written response to the Dean</p>	<p>No later than the first business day after December 21 (optional)</p>	<p>Date Completed _____</p> <p>Signature_____</p> <p>Printed Name_____</p> <p><b>Dean, University Libraries</b></p> <p>Signature_____</p> <p>Printed Name_____</p> <p><b>Chair, Library P&amp;T Committee</b></p> <p>Signature_____</p> <p>Printed Name_____</p> <p><b>Candidate for Tenure</b></p> <p>Signature_____</p> <p>Printed Name_____</p> <p><b>Concerned Individual (optional)</b></p> <p>Signature_____</p> <p>Printed Name_____</p> <p><b>Concerned Individual (optional)</b></p>

<p>The Dean will consider any additional evidence and responses and send a recommendation in writing to the Provost, along with the completed Procedural Form, cumulative Portfolio, and the response(s) of any candidate or concerned individuals. After ensuring the candidate has received notification, the Dean will inform the Promotion and Tenure Committee of the recommendation as well as the candidate's Division Director (or other primary evaluator).</p>	<p>No later than the first business day after January 1</p>	<p>Date Completed _____</p> <p>Signature _____</p> <p>Printed Name _____  <b>Dean, University Libraries</b></p> <p>Signature _____</p> <p>Printed Name _____  <b>Candidate for Tenure</b></p> <p>Signature _____</p> <p>Printed Name _____  <b>Chair, Library P&amp;T Committee</b></p> <p>Signature _____</p> <p>Printed Name _____  <b>Candidate's Primary Evaluator</b></p>
--	---	--



1228 **Promotion to Professor: \_\_\_\_\_ (year)**  
 1229 **Version of Promotion & Tenure Policy under which candidate is being evaluated (UPT**  
 1230 **approved revision date) \_\_\_\_\_**

1231 Note: There is a single date line that is to be used when that action is completed not when each  
 1232 person signs it. When any of these dates fall on a weekend or other non-business day such as a  
 1233 university holiday, the actual deadline will be the first business day after the specified date.  
 1234

Action	When	Signatures & Dates
Faculty member applying for promotion submits the required documentation to the Promotion and Tenure (P&T) Committee Chair.	By September 1	Date Completed _____  Signature _____  Printed Name _____ <b>Chair, Library P&amp;T Committee</b>  Signature _____  Printed Name _____ <b>Candidate for Promotion</b>
The candidate's Division Director (or other appropriate primary evaluator) submits a letter to the P&T Committee Chair about the candidate. The candidate is also provided with a copy of the letter. Candidates who are Division Directors and report directly to the Dean are exempt from this step.	By September 1	Date Completed _____  Signature _____  Printed Name _____ <b>Candidate's Primary Evaluator</b>  Signature _____  Printed Name _____ <b>Chair, Library P&amp;T Committee</b>  Signature _____  Printed Name _____ <b>Candidate for Promotion</b>

<p>P&amp;T Committee sends candidate's application materials along with its own recommendation to the Dean of University Libraries. The candidate is also provided with a copy of the letter.</p>	<p>By November 15</p>	<p>Date Completed _____</p> <p>Signature_____</p> <p>Printed Name_____</p> <p><b>Dean, University Libraries</b></p> <p>Signature_____</p> <p>Printed Name_____</p> <p><b>Chair, Library P&amp;T Committee</b></p> <p>Signature_____</p> <p>Printed Name_____</p> <p><b>Candidate for Promotion</b></p>
<p>If the Dean disagrees or has any questions about the recommendation, the Dean will discuss with the Promotion and Tenure Committee.</p>	<p>By December 1 (Optional)</p>	<p>Date Completed _____</p> <p>Signature_____</p> <p>Printed Name_____</p> <p><b>Dean, University Libraries</b></p> <p>Signature_____</p> <p>Printed Name_____</p> <p><b>Chair, Library P&amp;T Committee</b></p>
<p>Dean will inform candidate, in writing, of their recommendation and the reasons for it. After candidate has been notified, a copy of the recommendation is forwarded to the P&amp;T Committee Chair, who shares the recommendation with the P&amp;T Committee. A copy of the recommendation is also</p>	<p>No later than the first business day after December 14</p>	<p>Date Completed _____</p> <p>Signature_____</p> <p>Printed Name_____</p> <p><b>Candidate for Promotion</b></p>

<p>forwarded to the candidate's Division Director (or other primary evaluator).</p>		<p>Signature_____</p> <p>Printed Name_____</p> <p><b>Dean, University Libraries</b></p> <p>Signature_____</p> <p>Printed Name_____</p> <p><b>Chair, Library P&amp;T Committee</b></p> <p>Signature_____</p> <p>Printed Name_____</p> <p><b>Candidate's Primary Evaluator</b></p>
<p>Candidates or concerned individuals may submit a written response to the Dean</p>	<p>No later than the first business day after December 21 (optional)</p>	<p>Date Completed _____</p> <p>Signature_____</p> <p>Printed Name_____</p> <p><b>Dean, University Libraries</b></p> <p>Signature_____</p> <p>Printed Name_____</p> <p><b>Chair, Library P&amp;T Committee</b></p> <p>Signature_____</p> <p>Printed Name_____</p> <p><b>Candidate for Promotion</b></p> <p>Signature_____</p> <p>Printed Name_____</p> <p><b>Concerned Individual (optional)</b></p> <p>Signature_____</p>

		Printed Name _____ <b>Concerned Individual (optional)</b>
The Dean will consider any additional evidence and responses and send a recommendation in writing to the Provost, along with the completed Procedural Form, cumulative Portfolio, and the response(s) of any candidate or concerned individuals. After ensuring the candidate has received notification, the Dean will inform the Promotion and Tenure Committee of the recommendation as well as the candidate's Division Director (or other primary evaluator).	No later than the first business day after January 1	Date Completed _____  Signature _____  Printed Name _____ <b>Dean, University Libraries</b>  Signature _____  Printed Name _____ <b>Candidate for Promotion</b>  Signature _____  Printed Name _____ <b>Chair, Library P&amp;T Committee</b>  Signature _____  Printed Name _____ <b>Candidate's Primary Evaluator</b>

**APPENDIX B: Sample Ballot Forms for Promotion and  
Tenure Committee Decision-making**  
(useful for preliminary opinion-gathering and for final vote)

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1236  
1237  
1238  
1239

1240 Promotion and Tenure Committee – Date

1241 Applicant's name

1242 \_\_\_\_\_year Review

1243 **Re: Recommendation about their Proceeding toward Promotion and Tenure** — Yes\_\_ No\_\_

1244 Rating of their Librarianship: Significant\_\_ Satisfactory \_\_ Unsatisfactory\_\_

1245 Rating of their Scholarly Activities: Significant\_\_ Satisfactory \_\_ Unsatisfactory\_\_

1246 Rating of their Service: Significant\_\_ Satisfactory \_\_ Unsatisfactory\_\_

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1247

1248 Promotion and Tenure Committee – Date

1249 Applicant's name

1250 **Re: Recommendation for Promotion to Associate Professor and Tenure** — Yes\_\_ No\_\_

1251 Rating of their Librarianship: Significant\_\_ Satisfactory \_\_ Unsatisfactory\_\_

1252 Rating of their Scholarly Activities: Significant\_\_ Satisfactory \_\_ Unsatisfactory\_\_

1253 Rating of their Service: Significant\_\_ Satisfactory \_\_ Unsatisfactory\_\_

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1254

1255

1256 Promotion and Tenure Committee – Date

1257 Applicant's name

1258 Promotion in Rank [separate from application for Tenure] — Yes\_\_ No\_\_

1259 **Re: Recommendation for Promotion to Associate Professor**

1260 Rating of their Librarianship: Significant\_\_ Satisfactory \_\_ Unsatisfactory\_\_

1261 Rating of their Scholarly Activities: Significant\_\_ Satisfactory \_\_ Unsatisfactory\_\_

1262 Rating of their Service: Significant\_\_ Satisfactory \_\_ Unsatisfactory\_\_

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1263

1264

1265 Promotion and Tenure Committee – Date

1266 Applicant's name

1267 Promotion in Rank [for tenured faculty] — Yes\_\_ No\_\_

1268 **Re: Recommendation for Promotion to Full Professor**

1269 Rating of their Librarianship: Significant\_\_ Satisfactory \_\_ Unsatisfactory\_\_

1270 Rating of their Scholarly Activities: Significant\_\_ Satisfactory \_\_ Unsatisfactory\_\_

1271 Rating of their Service: Significant\_\_ Satisfactory \_\_ Unsatisfactory\_\_

**APPENDIX C: University Libraries Promotion and  
Tenure Policy Revision History**

1272	
1273	
1274	
1275	Approved by University Libraries Faculty:
1276	July 11, 2011
1277	Approved by the University Promotion & Tenure Committee:
1278	December 7, 2011
1279	Revised January 31, 2012
1280	Approved by University Libraries Faculty:
1281	February 2, 2012
1282	Approved by the University Promotion and Tenure Committee:
1283	March 15, 2012
1284	Approved by University Libraries Faculty:
1285	December 6, 2012
1286	Approved by the University Promotion and Tenure Committee:
1287	January 28, 2013
1288	Revised May 6, 2013
1289	Approved by the University Libraries Faculty:
1290	June 6, 2013
1291	Revised Summer 2014
1292	Approved by the University Libraries Faculty:
1293	September 4, 2014
1294	Approved by the University Promotion and Tenure Committee:
1295	February 6, 2015
1296	Revised February 26, 2015
1297	Approved by the University Libraries Faculty:
1298	26 February 2015
1299	Revised April 2, 2015
1300	Revision summary: Substantive changes made to Librarianship to reflect Peer Review evaluation
1301	of collaborative and cooperative work; changes made to criteria for promotion to Professor
1302	Approved by the University Libraries Faculty:
1303	April 2, 2015
1304	Revised and approved by the University Libraries Faculty January, 12, 2016
1305	Revised and approved by the University Libraries Faculty February, 4, 2016
1306	Revision summary: New procedure for hiring faculty with tenure, restated qualifications for new
1307	faculty hires, and clarified eligibility for P&T committee membership Approved by the University
1308	Promotion and Tenure Committee:
1309	April 1, 2016
1310	Revision summary: Substantive changes include clarification of the peer review process, and
1311	document retention Appendix E
1312	Approved by the University Libraries Faculty:
1313	April 6, 2017
1314	Revision summary: Matching section I E with section I C and clarifying procedural form
1315	instructions Approved by the University Libraries Faculty:

1316 June 1, 2017  
1317 Revision summary: Numbering of tabs changed in Portfolio for Promotion and Tenure, Binder 1  
1318 Approved by the University Libraries Faculty: September 7, 2017  
1319 Revision summary: Substantive changes include clarification of the choice available to tenure-  
1320 track faculty of the Promotion and Tenure policy under which they will be evaluated, when there  
1321 are substantial revisions; and of the peer review process Approved by the University Libraries  
1322 Faculty:  
1323 April 5, 2018  
1324 Revision summary: Further clarification of the choice available to tenure-track faculty of the  
1325 Promotion and Tenure policy under which they will be evaluated, when there are substantial  
1326 revisions  
1327 Approved by the University Libraries Faculty:  
1328 May 3, 2018  
1329 Approved by the University Promotion and Tenure Committee:  
1330 May 7, 2018  
1331 Revision summary: Substantive changes include parallel and consistent steps on the procedure  
1332 forms for individuals applying for tenure only, concurrent tenure and promotion, and promotion  
1333 only; and adjusting language to reflect the online nature of portfolios.  
1334 Approved by the University Libraries Faculty:  
1335 March 25, 2021  
1336 Approved by the University Promotion and Tenure Committee:  
1337 April 16, 2021  
1338 Approved by the University Libraries Faculty:  
1339 March 15, 2023  
1340 Approved by the University Promotion and Tenure Committee:  
1341 May 8, 2023 [with faculty-approved minor revisions added on May 17, 2023 with UPTC approval]  
1342 Revision summary: Substantive changes to criteria for evaluation to incorporate inclusive  
1343 excellence expectations; clarifying processes for hiring with shortened tenure clocks; clarifying  
1344 processes for hiring with tenure; changes to scholarship definitions and criteria; defined quorum;  
1345 removed redundant timelines; shortened information regarding peer review and put full peer  
1346 review processes in a separate document

1347                    **APPENDIX D: Document Retention in Promotion and Tenure Process**

1348    Section IX Portfolio for Promotion and Tenure part A states:

1349    The candidate for promotion or tenure is responsible for the accuracy and completeness of all the  
1350    necessary materials submitted in the Portfolio for Promotion and Tenure, which should be  
1351    collected and submitted in an electronic portfolio.

1352    Review materials are cumulative. The candidate must maintain all necessary materials for the  
1353    Portfolio. These materials include annual administrative reviews, peer review evaluations, review  
1354    letters from the Promotion and Tenure Committee, review letters from the Dean of the University  
1355    Libraries, and Annual Reports on Research, Professional Activities, and Service. The candidate may  
1356    request support from their Division Director (or other primary evaluator) in compiling some of  
1357    the necessary material, but it is the candidate's responsibility to present a complete Portfolio. The  
1358    candidate will submit the complete Portfolio (Application and Supporting Materials) to the Chair  
1359    of the Promotion and Tenure Committee by the appropriate date. The faculty member should keep  
1360    one complete copy of the materials that they included in the Portfolio.

1361    Copies of the comprehensive and peer review letters should not be kept by the P&T or Peer  
1362    Review committees. Secure collaborative applications with access limited to the committee  
1363    during the writing of the letters should be used. For peer review, notes and written materials  
1364    should not be kept. The evaluation of the peer review committee and other materials supplied by  
1365    the candidate, such as curriculum vitae become part of the official documentation. Draft copies of  
1366    the letters should be deleted or shredded after the date for a response is passed.