

SYRACUSE UNIVERSITY LIBRARY

LIBRARIANS' MANUAL

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Introduction

The *Librarians Manual* brings together information on the objectives and organization of the Syracuse University Library, on the policies governing librarians, and on the privileges and responsibilities of librarians. This manual is a revision of the *Syracuse University Librarians Manual* adopted in September 1986. It is intended to be used in conjunction with Syracuse University policies (supolicies.syr.edu/) the *Staff Employee Handbook* (humanresources.syr.edu/publications/SEH2008.pdf) and to a lesser extent, the current *University Faculty Manual* www.syr.edu/academics/office_of_academic_admin/faculty/manual/index.html. The *Librarians Manual* serves to delineate policies and procedures pertaining exclusively to those individuals having the rank of assistant librarian, senior assistant librarian, associate librarian, or librarian or who are appointed as visiting librarians.

University and/or Library policy take precedence over what is published in the Manual. The distribution of the *Librarians Manual* is the responsibility of the Library Administrative Office. The *Librarians' Manual* and its periodic corrections and additions are published electronically and available centrally via the web. Comments, corrections, and suggested changes are to be directed to the Librarian Personnel Administrator.

The *Librarians Manual* is a summary of policy and procedure and not a contract of employment. The University and the Library reserve the right to amend or modify the *Librarians Manual* in whole or in part at any time.

1. Syracuse University Library

1.1. Vision

The Library's vision statement is located at library.syr.edu/about/general-info/welcome/vision.php

1.2. Organization

Librarians are a distinctive and important component of the academic infrastructure within the University. The Dean of Libraries and University Librarian (henceforth *the Dean* or *University Librarian*) reports to the Vice-Chancellor and Provost and the Library is part of the Division of Academic Affairs of the University.

The Dean is the chief executive officer of the Syracuse University Library and has final responsibility for all library services, functions, and facilities. Further, the Dean serves on the University Senate and is an *ex officio* member of the University Senate Committee on the Library. The Dean also is a member of the Chancellor's Cabinet and the Vice Chancellor and Provost's Academic Deans Cabinet.

See library.syr.edu/about/PDF/orgchartbirdtopfunction.pdf for the Library's current organization chart.

1.3. University Senate

The University Senate is the academic governing body of the University and is made up of faculty, students, staff, and administration members. Librarians are represented on the senate by four elected senators. The Library Personnel Office manages elections for Librarian senators each spring. See universitysenate.syr.edu for further information.

1.4. University Senate Committee on the Library

The Senate Committee on the Library is a standing committee of the University Senate and serves as a liaison between the Senate and the Library. See Article 5, Section 15 of the Senate Bylaws (<http://universitysenate.syr.edu/bylaws/bylaws.html>) for further information. The Dean is an *ex officio* member of this committee. The committee members are selected by the Nominations Committee of the Senate, and the committee elects a chair.

2. Librarians

2.1. Librarian Ranks

Librarians do not hold academic rank and are not eligible for tenure; however librarians are eligible for continuing appointment and permanent status as noted in Section 2.7. Except for visiting librarians and most members of the Library Administration, a librarian serves at one of four librarian ranks. A librarian may qualify for promotion in rank independent of administrative responsibilities. For criteria for appointment and promotion to these ranks, see Appendix 3. The four ranks are:

Assistant Librarian: entry level position; requires little or no professional experience.

Senior Assistant Librarian: requires successful professional experience, basic competence in position, and promise of future achievement.

Associate Librarian: requires substantial achievement and professional commitment beyond the basic job requirements, and promise of continuing growth.

Librarian: signifies exceptional and outstanding achievement; requires demonstrated contributions to the profession beyond Syracuse University, including significant external publication and/or continuing leadership in professional organizations.

2.2. Emeritus Rank

The academic rank of *emeritus* represents a signal honor that may be conferred upon retirement. An individual seeking emeritus rank must request this rank when writing to inform the Dean of his/her plans to retire. Recommendations for emeritus rank proceed from the Dean to the Vice Chancellor and Provost. The Provost then submits these names to the University Senate and the Board of Trustees for approval. See provost.syr.edu/provost/Faculty/emeritus.aspx for further information.

2.3. Recruitment

The Syracuse University Library prefers candidates for librarian positions to have earned an advanced degree from an American Library Association (ALA)-accredited institution. For selected positions, comparable professional qualifications are also considered. The Library Administration, the manager to whom the position reports

and a search committee are involved in the formal search process. The Library's recruitment procedures are available in the Library Administration Office. The Librarian Personnel Administrator is responsible for ensuring that these recruitment practices are in compliance with University policies and procedures. See the Syracuse University Policies web site <http://supolicies.syr.edu/> for employment-related policies. Prior to their interviews the Library Personnel Office will send a link to the Librarians Manual to all candidates invited for interviews.

2.4. Appointment

The Dean appoints each librarian to a rank appropriate to the individual's qualifications and the requirements of the position. Detailed criteria for appointment to rank are found in [Appendix 1: Criteria for Appointment and Promotion](#). The librarian's letter of appointment will state the date when the librarian will become eligible for promotion or permanent status review. A copy of the appointment letter will be filed in Academic Human Resources.

2.4.1. Visiting Appointments

In some circumstances, a visiting appointment is appropriate; e.g., grant-funded projects or short-term vacancies. Visiting appointments may be as brief as a month or as long as a year, and they may be renewable. University benefits for visiting librarians vary. The Dean will determine the degree of compensation and benefits for each visiting librarian. Visiting librarians are subject to the terms of employment determined at the time of appointment. The period in the visiting position does not accrue toward years of service in the promotion system. Visiting librarians receive performance evaluations every six months during their first year and on an annual basis for appointments of one year or longer.

2.5. Orientation

In addition to University on-boarding, Library department heads provide orientation and training of new librarians within their departments.

2.6. Annual Performance Review Process

The annual performance review is designed to be mutually beneficial both to librarians and the Library. Each librarian completes and submits a self-evaluation to his/her manager who then completes a performance evaluation. These reports also identify goals and objectives for the coming year and may suggest the need for professional development. All librarians at the rank of Assistant Librarian and all other librarians

during the first year of appointment will be evaluated six (6) months from the date of hire; a second evaluation will occur from four to nine months later. Annual evaluations will commence during the normal evaluation period the following spring. All other librarians will be evaluated annually according to the procedures specified in this document. The Library Personnel Office maintains procedures and forms for performance evaluation. The Librarian Personnel Administrator manages librarian performance evaluation processes. Librarians may obtain further information about performance evaluation procedures from the Library Personnel Office.

2.7. Personnel Files

The Office of Human Resources maintains the personnel records for staff, including those for librarians. The Library Personnel Office maintains internal records necessary to manage hiring, performance, attendance, and other personnel processes.

2.8. Promotion and Permanent Status

2.8.1. Promotion to Senior Assistant Librarian

Promotion to Senior Assistant Librarian requires successful professional experience. Basic competence in a position is required and the promise of future achievement must be evident. Detailed criteria for the rank of Senior Assistant Librarian are found in [Appendix I: Criteria for Appointment and Promotion](#).

Upon appointment, the Assistant Librarian's supervisor, in collaboration with the newly-appointed Assistant Librarian, establishes an orientation program appropriate to the position, the individual's experience, and the needs of the department.

In most cases, an Assistant Librarian is reviewed for promotion to the rank of Senior Assistant Librarian in the third year of appointment. Upon mutual agreement of the Assistant Librarian and the supervisor, promotion review may occur earlier than the date specified in the appointment letter. In consultation with the Dean of the Library, a candidate may be reappointed to an additional one-year term as an Assistant Librarian before promotion review.

The letter granting promotion to Senior Assistant Librarian states the date by which the librarian must be reviewed for promotion to the rank of Associate Librarian.

A candidate who does not achieve promotion to Senior Assistant Librarian may appeal the decision, using procedures outlined in [Section 2.8.7](#). A candidate whose appeal is not successful will be given a maximum of one year's notice before termination, subject to earlier termination for reasons in accordance with Section 2.12 below.

2.8.2. Promotion to Associate Librarian

Promotion to Associate Librarian requires substantial achievement, professional commitment, and the promise of continuing growth. Detailed criteria for the rank of Associate Librarian are found in [Appendix 1: Criteria for Appointment and Promotion](#). Promotion to Associate Librarian carries with it the conferral of permanent status.

A Senior Assistant Librarian's appointment or promotion letter will state that date by which promotion review should begin. In most cases, a Senior Assistant Librarian is reviewed for promotion to the rank of Associate Librarian in the third year of appointment. Upon mutual agreement of the Senior Assistant Librarian and the supervisor, promotion review may occur earlier than the date specified in the appointment letter. In consultation with the Dean of the Library, a candidate may be reappointed to an additional one-year term as a Senior Assistant Librarian before promotion review.

A candidate who does not achieve promotion to Associate Librarian may appeal the decision, using procedures outlined in [Section 2.8.7](#). A candidate whose appeal is not successful will be given a maximum of one year's notice before termination, subject to earlier termination for reasons in accordance with Section 2.12 below.

2.8.3. Promotion to Librarian

Promotion from Associate Librarian to Librarian is intended to recognize distinguished service and outstanding professional achievement. It is not awarded for longevity or solely for the assumption of administrative responsibilities. Criteria for the rank of Librarian are found in [Appendix 1: Criteria for Appointment and Promotion](#).

A librarian at the rank of Associate Librarian may request to be reviewed for promotion to Librarian after completing a minimum of five years at the Associate

Librarian rank. In cases of exceptional professional achievement, the supervisor may recommend that the librarian be considered for promotion earlier, in consultation with the Dean of the Library

A candidate who is not promoted to the rank of Librarian may request another review after two years. There is no limit on the number of times a candidate can reapply for promotion to Librarian.

2.8.4. Procedures for Permanent Status Review As Associate Librarian or Librarian

Permanent status signifies that a librarian has accomplished a level of substantial achievement at the Syracuse University Library that, in the judgment of her or his peers, gives an expectation of ongoing contribution, commitment, and growth. The privilege of permanent status is awarded at the time a librarian is promoted to the rank of Associate Librarian, to those who have met the criteria outlined in Section 2.7.7 (Promotion to Associate Librarian). It is also awarded, after a minimum of three years, to librarians who have been appointed at or above the rank of Associate Librarian, after the appropriate review. ([Section 2.7.9, Procedures for Permanent Status Review](#)). Permanent status may only be awarded after review in accordance with Section 2.7.9.

An Associate Librarian's or Librarian's appointment letter gives the date by which permanent status review should begin. The librarian, after consultation with the supervisor and the Librarian Personnel Administrator, may submit materials to the Promotion Committee to be reviewed earlier than the date specified in the appointment letter.

By approval of the Dean, a candidate may be appointed to an additional one-year term as an Associate Librarian or Librarian, and the review for permanent status will occur one year later than the time specified in the appointment or promotion letter.

A candidate who does not achieve permanent status may appeal the decision, using procedures outlined in [Section 2.8.7](#). A candidate who does not achieve permanent status after appeal will be given a maximum of 12 months' notice before termination, subject to earlier termination for reasons in accordance with Section 2.12 below.

2.8.5. Committee Structure

Librarians are reviewed for promotion and permanent status by a Promotion Committee representing a cross section of their peers within the Library. The Committee is composed of four elected members serving overlapping two-year terms. The committee will include at least one Department Head, one member at the rank of Librarian and one member at the rank of Associate Librarian. A majority of the Committee members will have attained permanent status. Available terms on the Committee will be filled by election. A fifth committee member will be appointed by the Dean. The Librarian Personnel Administrator is responsible for orientation of the Committee members.

2.8.6. Review by Committee

In considering a candidate for promotion or permanent status, the committee will review the candidate using the criteria in Appendix 1. (see: Criteria for Appointment and Promotion, Appendix 1), the Committee makes a recommendation to the Dean.

The Promotion Committee begins reviewing candidates during January. The Committee must complete its work and submit its written recommendations to the University Librarian by March 30. The University Librarian will forward all recommendations for permanent status to the Provost for review. The University Librarian will notify the candidate and the Committee of all decisions by May 15. The Promotion Committee's Report is confidential and will not be shared with the candidate. Promotions and permanent status become effective July 1.

2.8.7. Appeal Procedure

A librarian who has been denied promotion or permanent status may appeal the decision. An appeal for reconsideration must be filed with the Librarian Personnel Administrator within one month of notification of the denial.

A three member Appeals Committee will be constituted. Members will be chosen as follows: one selected by the candidate, one from the Promotion Committee, selected by its chair, and one selected by the Dean. The committee elects its own chair.

The Appeals Committee will give its written report to the Dean, the Librarian Personnel Administrator, the Promotion Committee, and the candidate within a reasonable period of time, not to exceed sixty (60) days. The Librarian Personnel Administrator will retain all documentation related to the appeal process in the candidate's Promotion File.

The Dean will review the Committee's report, either uphold or reverse the original decision, and notify the candidate, the Appeals Committee, and the Promotion Committee within 15 days.

2.9. Resignation

Letters of resignation should be submitted to the Dean. One month's notice is requested under ordinary circumstances. Longer notice should be given whenever possible.

2.10. Retirement

Syracuse University provides certain retirement benefits, the terms of which are available from the Office of Human Resources or at <http://humanresources.syr.edu/benefits/>. Details on retirement processes and benefits are available from the Office of Human Resources. It is very helpful, for planning purposes, for librarians anticipating retirement to discuss their plans with their department head and the Librarian Personnel Administrator at least six months in advance of retirement.

2.11. Involuntary Termination of Librarians without Permanent Status

Librarians without permanent status may be separated from employment in accordance with University policies and procedures. Generally speaking the reasons for separation from employment by the University include misconduct, unacceptable performance, and layoff due to restructuring. Severance is not paid to employees terminated for conduct or performance reasons; notice or pay in lieu of notice will be afforded to librarians who are laid off in accordance with current University policies.

2.11.1. Involuntary Termination of Librarians with Permanent Status

Termination of a librarian with permanent status can occur only for adequate cause, financial exigency on the part of the institution, or bona fide discontinuance

or reorganization of a program or department. In such cases the librarian is notified in writing by the Dean.

Adequate cause may include (i) inadequate work performance, including incompetence and inability to perform the position, or (ii) misconduct, including insubordination, theft of University property, misappropriation of funds or materials, excessive absenteeism, or other unacceptable behavior. A Librarian terminated for adequate cause will not receive any notice pay or severance.

Termination of appointment of a Librarian with permanent status can occur based upon financial exigency on the part of the institution, or discontinuance or reorganization of a program or department. The Library will make every effort to place the librarians affected in other suitable positions. In these cases, the librarians affected shall be given notice as soon as possible. Librarians with permanent status shall not receive less than twelve months' notice, or they shall be given severance salary for 12 months in lieu thereof, provided they execute a standard release in exchange for the severance in lieu of notice.

Dismissal shall not be used to restrain librarians in their exercise of academic freedom. A librarian who feels that her or his termination is an academic freedom issue may appeal the decision to the University Senate Committee on Academic Freedom, Tenure, and Professional Ethics (AFT Committee) pursuant to the procedures used for faculty complaints regarding alleged violations of academic freedom as outlined in The Faculty Manual [see link]. Librarians who have been terminated may appeal the decision (on grounds other than alleged violations of academic freedom) through the Office of Human Resources.

Under certain conditions to be determined by the Dean with the advice of the University's Office of Human Resources, a librarian who is being considered for termination for cause may be suspended with or without pay, or assigned to other duties within the library during an investigation or until the date of termination.

3. Salary and Benefits

3.1. Salary

For purposes of salary administration, Librarians are considered staff employees. Definitive information on salary and benefits is included in the Staff Employee Handbook on the web at humanresources.syr.edu/publications/SEH2008.pdf.

3.2. Vacation

Librarians receive the University's standard vacation benefits documented in the *Staff Employee Handbook* (humanresources.syr.edu/publications/SEH2008.pdf). In addition, upon employment librarians receive up to five paid days off during the winter break and two paid days off during the spring break. These additional days must be taken during the recess or, if the librarian must be on duty during the period, they must be taken within one month.

The University may designate certain days during the winter break as paid "green days." Green days must be taken on the days the University designates and are counted as part of the five additional days librarians receive during the winter break.

3.3. Travel Policy

Syracuse University Library recognizes the importance of supported travel in providing opportunities for professional growth and development, and encourages and supports Syracuse University librarians within the limits of available resources. The Dean will determine the funding levels available for individual travel in a given fiscal year. Evaluation of travel requests are based on necessity (such as committee assignments or presentations), and relevance and value of the travel to the librarian and to the Library.

3.3.1. Librarian-initiated travel

Librarians who wish to attend conferences, workshops, or seminars may request release time, funding, or a combination of both. The decision for release time is made by the librarian's supervisor, while the decision for funding comes from the Library Administration.

3.3.2. Library-initiated travel

The librarian's manager or a member of the Library Administration may ask a librarian to attend an event on behalf of the Library. This type of travel is considered Library-initiated. Travel initiated by the Library will not necessarily affect the amount budgeted for individuals who participate in their own professional development or fulfill obligations to professional organizations.

4. Professional Development

4.1. Introduction

Librarians need to be conversant with a wide range of current issues and technologies to fulfill the Library's mission and to provide effective library services. Ongoing professional growth and development not only enhance a librarian's knowledge and abilities but are vital to the quality of our academic environment. The opportunity for professional growth and development is a responsibility shared by the Library and the professional. Likewise, the benefits derived are also shared and are evidenced by increased professional competency among the staff which results in the enrichment of the Library itself.

The Library Administration helps keep the librarians informed of available scholarships, fellowships, special grants, and exchange programs in library science and subject fields.

4.2. Education

Librarians wishing to attend courses, workshops, programs, etc. during work time must request release time in writing from their supervisors and/or department heads.

4.3. Research Leaves Of Absence

4.3.1. Eligibility

Librarians with the rank of Assistant Librarian or higher with at least one year of continuous service are eligible to apply for a research leave of absence. Research leaves are granted for the purpose of encouraging scholarly research, study, or creative activity. Research leaves are granted for a minimum of two consecutive weeks but shall not exceed one calendar year. Leave may be granted with or without salary and/or benefits, depending on the purpose of the request and external awards, in compliance with current federal law. It is not normal to grant a terminal leave under this provision.

Requests for time less than two consecutive weeks, including intermittent time, will be considered under the University's flexible work arrangement policy.

4.3.2. Requirements

Application for leaves of absence are made to the Associate Dean and Dean of Libraries through the supervisor and/or department head. The recommendation will be based on the value of the leave to the department, the length of time since the previous leave, the duration of the absence, and the disruption of other professional commitments. The Dean shall consider an equitable distribution of leaves in a given year throughout the library departments. The number of persons granted leave in any one year shall not exceed a reasonable percent of the entire librarian staff and may be limited at the discretion of the Dean of Libraries. Requests to extend an approved leave will be considered but shall not exceed one calendar year. Permission to return to University service before the expiration of the leave is required.

4.3.3. Compensation

Librarians on leave with pay may not accept other paid employment which would cause their income to exceed their Syracuse University base pay for a comparable period of time. They may, however, accept money from fellowships or grants for study, research, or travel without prejudice to their University salary so long as such acceptance carries no duties or obligations hindering the pursuit of the purpose for which the leave is granted, and so long as those funds are used to meet research or study objectives and not to augment the salary of the librarian on leave.

Librarians on leave with pay shall be paid semi-monthly or in accordance with their regular pay schedule.

4.3.4. Report on Leave

Within 30 days after they return from leave, librarians shall submit a report to the dean and Sr. Vice President Human Capital Development. The report should outline the research activity, collaborations, practical applications, accomplishments, and any future activity stemming from the research.

4.3.5. Future Service

Under normal circumstances, Syracuse University requires that a librarian granted research leave, or another type of leave, with pay will return to full-time service to the University for the equivalent period following his/her leave. If this obligation is not fulfilled, the librarian or his/ her new employer must reimburse the University for the salary paid while on leave, unless specifically relieved of the obligation by

the Sr. Vice President Human Capital Development. If, at the end of a leave or the denial of its extension, a librarian does not return to the University, such an absence will be considered a resignation.

5. Service Activities

5.1. Teaching

Librarians may accept formal teaching assignments within academic units of the University. Librarians who will be unpaid instructors may apply for release time from their managers. Librarians receiving salary stipends for teaching scheduled during their regular working hours must use vacation time or take a leave of absence. Normally, full-time librarians can accept such assignments on a continuing basis only if the assignment is an integral part of the individual's duties. Teaching assignments are subject to the approval of the Dean. The Library will take an annual census of librarians' teaching assignments.

5.2. Consulting

Consulting, which can bring benefits both to the University and the Library, should not interfere with the satisfactory discharge of Library responsibilities. The University permits outside consulting activities for remuneration, subject to University conflict of interest policies (http://supolicies.syr.edu/fac_teach/conflict_int_staff.htm). Librarians engaged in consulting work will inform their supervisor and the Dean of Libraries.

Appendix 1: Criteria for Appointment and Promotion

These criteria are intended as *guidelines* for Search Committees, Promotion Committees and supervisors, *not as fixed requirements*. The two most important criteria are excellence in job performance and either evidence of potential professional growth (for appointment at, or promotion to Senior Assistant Librarian) or evidence of professional growth (for appointment at, promotion to or permanent status as an Associate Librarian or Librarian.)

1. Assistant Librarian.

This is the beginning rank and assumes little or no professional experience.

1.1. Appointment as Assistant Librarian:

- MLS or equivalent degree, as appropriate to the position.
- Additional academic preparation and/or related professional library experience if required by the position.

1.2. Re-appointment after each one-year term:

- All relevant factors in A above.
- Successful performance of duties and responsibilities of position.
- Demonstrated ability to work effectively with patrons, colleagues, supervisors, and subordinates.
- Evidence of potential for professional growth.

1.3. Re-appointment to a one-year extension beyond the normal three one-year terms as Assistant Librarian.

- All of A and B above.
- Extended illness or other approved absences, or changes in job duties, degree of responsibility or supervisor, so that the current supervisor believes that an extension is necessary to judge fairly the qualifications of the incumbent for promotion to Senior Assistant Librarian.

2. Senior Assistant Librarian.

This is the second rank and requires successful professional experience. Basic competence in a position is required and promise of future achievement must be evident. A Senior Assistant Librarian is not yet ready for permanent status.

2.1. Appointment, reappointment, or promotion to Senior Assistant Librarian:

- MLS or equivalent degree, as appropriate to the position.
- Additional academic preparation and/or related professional library experience if required by the position
- Successful performance as an Assistant Librarian at Syracuse University or equivalent performance at another institution.
- Success as an Assistant Librarian should include evidence of:
 - Successful performance of duties and responsibilities of position.
 - Initiative and good judgment in job-related responsibilities.
 - Demonstrated ability to work effectively with patrons, colleagues, supervisors, and subordinates.
 - Increasing knowledge in a specific area, appropriate to the position.
 - Professional growth.
 - Promise of further growth in a specific position and in a general professional knowledge.

2.2. Re-appointment to a one-year extension beyond the usual three one-year terms as Senior Assistant Librarian:

- All of A above.
- Extended illness or other approved absences, or changes in job duties, degree of responsibility or supervisor, so that the current supervisor believes that an extension is necessary to judge fairly the qualifications of the incumbent for promotion to Associate Librarian.

3. Associate Librarian.

This is the rank at which a librarian achieves permanent status at Syracuse University Library. Appointment or permanent status at, or promotion to this rank, is evidence that a librarian has demonstrated substantial achievement and professional commitment, and has shown promise of continuing growth into an outstanding librarian. Only a Senior Assistant Librarian who has consistently excelled in fulfilling position duties and responsibilities will be considered for promotion. In addition to excellent job performance, a candidate must demonstrate professional commitment beyond the basic job requirements. Professional activities may be entirely within Syracuse University or may extend to contributions to outside organizations and publications. A librarian at Syracuse University can qualify for higher ranks without assuming administrative duties. A librarian having additional duties will be evaluated for promotion in all areas of responsibility.

3.1. Appointment or permanent status and/or promotion to Associate Librarian.

- MLS or equivalent degree, as appropriate to the position.
- Additional academic preparation and/or related professional library experience if required by the position.
- Excellent performance as a Senior Assistant Librarian at Syracuse University or equivalent performance at another institution.
- Excellence as a Senior Assistant Librarian should include evidence of:
 - Outstanding fulfillment of position duties and responsibilities.
 - Continuing demonstration of initiative and good judgment in job-related responsibilities
 - Significant contributions to the operations of a specific library unit.
 - Demonstrated ability to work effectively with patrons, colleagues, supervisors, and subordinates.
 - Increasing knowledge in a specific area, appropriate to the position.
 - Professional growth in a specific position since being hired at or promoted to Senior Assistant rank.
 - Evidence of professional commitment beyond the basic requirement of excellent job performance may include
 - Effective participation in library task forces, committees, etc.
 - Effective representation of library interests and problems to non-library groups, committees, or institutional officers.
 - Attendance at professional conference and/or institutes.
 - Publications (including guides, bibliographies, manuals, syllabi, procedures, etc. prepared for internal use.) or other presentations in librarianship or other specific areas related to a librarian's position.
 - Successful completion of job-related courses.

4. Librarian

The rank of Librarian signifies exceptional and outstanding achievement. Promotion from Associate Librarian to Librarian is not automatic; it is not intended as recognition of long service but to recognize distinguished service. In comparison with others in the Library who are Associate Librarians, a Librarian must have demonstrated an outstanding level of achievement and must have made significant contributions to the profession beyond the local scene. The candidate for promotion to Librarian must be able to demonstrate new and expanded areas of responsibility and additional achievements since being hired at or promoted to Associate Librarian. A librarian at Syracuse University can qualify for higher

ranks without assuming an administrative position. A librarian having additional duties will be evaluated for promotion in all areas of responsibilities.

4.1. Appointment or permanent status at or promotion to Librarian:

- MLS or equivalent degree, as appropriate to the position.
- Additional academic preparation and/or related professional library experience if required by the position.
- Consistently exemplary and excellent performance as an Associate Librarian at Syracuse University, or equivalent performance at another institution.
- Excellence as Associate Librarian should include evidence of the ability to work independently, to contribute new ideas and to accept responsibility in defining and fulfilling the scope of the position within the library's requirements for accountability. A candidate must provide evidence of at least two of the following:
 - Demonstrated leadership in interdepartmental work, committees, projects, etc. in the Library.
 - Improvement of the relationship between Syracuse University Library and the Syracuse University community (includes contributing to better communication and increased use of library systems and services by means of presentations, instruction sessions, workshops, committee work, and effective contacts with students and faculty, and staff).
 - Assumption of administrative responsibility.
 - Academic course work which significantly enhances one's professional competencies.
- In addition, a candidate's professional activities must extend to outside organizations. Evidence of at least one is necessary.
 - External publication and research.
 - Evidence of commitment to the profession as exemplified by continuing active participation in professional organizations, e.g. giving a presentation, chairing a committee, planning a conference.
 - Community work, supporting the University's goals and initiatives.

Appendix 2: Calendar for Evaluation and Promotion

1. ANNUAL PERFORMANCE REVIEW CALENDAR	due on or about
Request for Librarian Performance Reports	December 15
Librarian Performance Reports & Statement Due	January 15
Performance Evaluations due to Dean	March 5
2. PROMOTION REVIEW CALENDAR	due on or about
Determine pool of eligible candidates	first week of August
Invitation to eligible candidates	first week of August
Promotion Committee elections	third week of August
Promotion Committee constituted	fourth week of August
Submit letter of intent to apply for promotion	first week of October
Submit file for review	third week of December
Promotion Committee review begins	first week of January
Promotion Committee recommendations due to Dean	March 30
Dean forwards recommendations to Provost	April 15
Dean notifies candidates of recommendation	May 15
New rank and salary increase effective	July 1
Senate library committee announce promotions as part of committee report	October Senate meeting

Appendix 3: Promotion Committee Procedures

1. General Procedures

- 1.1. Maintain confidentiality of all information connected with the promotion process.
- 1.2. Keep record of dates of all meetings and key decisions and actions.
- 1.3. Chairperson – retain copies of all memos, e-mails, and letters between the committee and the librarian personnel administrator or personnel specialist.
- 1.4. Librarian personnel administrator – provides new committee members with an overview of promotion procedures.
- 1.5. In September, the committee shall meet with the librarian personnel administrator and review all deadlines for the year Appendix 2: Calendar for Evaluation and Promotion.

2. Notification of Eligible Candidates and Eliciting of Information

- 2.1. Librarian personnel administrator contacts those librarians eligible for promotion, along with the librarian's manager, and asks for notification of intent to apply for promotion or permanent status.
- 2.2. Librarian personnel administrator submits the list of final candidates to the committee.
- 2.3. Each candidate provides the documentation for his/her promotion portfolio outlined in Appendix 4: Guidelines for Preparing a Promotion Portfolio to the librarian personnel administrator.
- 2.4. The Personnel Office requests, receives, and collates the following information and includes it with the candidate's promotion portfolio:
 - 2.4.1. Manager(s) Statement(s) – a statement is required from each person to whom the candidate reported since the candidate's appointment or last promotion, whichever is more recent. The Personnel Office will not obtain manager statements from managers who are not currently employed by the library. Each manager statement shall address:
 - How the candidate meets the criteria for the rank to which he or she is applying.
 - An overview of the candidate's job performance.
 - 2.4.2. Letters of reference – the library personnel office will request letters of reference from the individuals each candidate specifies. The request will include the following items:
 - the rank for which the candidate is applying
 - the candidate's intention to apply for permanent status, if relevant

- whether or not the candidate has waived access to his/her promotion files
 - the criteria for the rank for which the candidate is applying
 - a request that the reference letter address the criteria to the best of the writer's ability.
 - Position description for the librarian's current position.
- 2.5. The Library Personnel Office will acknowledge in writing receipt of reference letters and manager statements.
- 2.6. The candidate's files will be kept in the Library Personnel Office. A committee member who wishes to read files will sign a sheet kept in the Personnel Office or log in to the appropriate secure folder online and will keep these materials and their contents confidential.

3. Committee Deliberations

All committee deliberations are strictly confidential and must not be discussed with anyone outside the committee except the librarian personnel administrator and the dean.

- 3.1. Each committee member will read all files and complete the initial review of files for each candidate.
- 3.2. The committee holds deliberations on each candidate. In addition to all material mentioned above, the committee may consider the experience of committee members interacting professionally with candidate – a component of peer evaluation. The committee should strive to preserve uniformity and continuity from year to year, evaluating each candidate against the relevant criteria.
- 3.3. In cases involving conflicts of interest, a committee member will recuse himself/herself and a replacement may be appointed by the Dean.

4. Recommendations and Notifications of Decision

- 4.1. The committee prepares and submits to the dean a confidential report stating the their findings and recommendations about each candidate including
- an outline of the candidate's positive contributions and achievements
 - the good qualities of the candidate
 - suggestions for improvement.
- 4.2. The committee also prepares and submits to the dean a short summary of these qualities and/or suggested improvements for the dean to give in writing to all

candidates during his/her meeting with the candidate. The candidate may share this report with their supervisor or mentor at their discretion.

- 4.3. For candidates not judged acceptable for promotion, the committee will prepare and submit to the dean a short summary stating the reasons for denial and suggestions for future improvement for the dean to give in writing to each candidate during his/her meeting with the candidate. The summary and committee procedure are subject to appeal. Therefore the committee must document the procedures they followed and clearly state their reasons for refusal. See Section 2.9 Appeal Procedure.
- 4.4. The committee may meet with the dean at the dean's or committee's initiative, to discuss questions about candidates, outcomes, or procedures. In instances in which the dean and the committee disagree on the final recommendation, the dean will meet with the committee.
- 4.5. The dean may accept or reject the committee's recommendations. If the dean rejects the committee's recommendations, the dean will prepare the summary he/she will give to and discuss with the candidate.
- 4.6. The dean will forward his/her final recommendations to the provost for his/her review. If the provost agrees with the recommendations, the dean will meet with each candidate to inform him/her of the decision. If the provost does not agree with the dean's recommendations, the dean will meet with the Promotion Committee to discuss this issue.
- 4.7. When the provost has approved of all of the recommendations and the dean has informed all candidates of the outcomes, the dean will inform the library and the Senate Committee on the Library regarding the individuals promoted and/or or granted permanent status.

Appendix 4: Guidelines for Preparing a Promotion File

The promotion file represents the candidate and, aside from the professional contributions and accomplishments described therein, its presentation is an important element. Candidates should be concise and representative when presenting leading samples of their publications and other work, especially if these same accomplishments are reflected in the CV and discussed in the Candidate's Statement. Candidates should use their best judgment as to when brief references suffice vs. when complete documentation is most warranted. The file should be organized by the criteria outlined in [Appendix 1: Criteria for Appointment and Promotion](#) for the rank for which the candidate is applying.

1. The candidate must include the following materials in his/her portfolio:
 - 1.1. Candidate's Statement – A narrative in which the candidate describes
 - the uniqueness of his/her position
 - his/her accomplishments,
 - how his/her career accomplishments relate to his/her professional growth
 - how he/she has met each of the criteria for the rank for which he/she is applying.
 - 1.2. Supporting documentation--Supporting documentation may include the candidate's
 - best samples of work product
 - best examples of citations, abstracts, summaries or links to print and/or electronic publications including externally published materials, internally created reports and documents, web pages, presentations, audiovisual productions, instructional material, etc. Work samples submitted on portable digital media or via stable URLs are acceptable.
 - 1.3. Names of references -- References should be familiar with the candidate's work and be able to evaluate critically his/her contributions. Candidates who have significant interaction with academic departments, research centers, etc., should include letters of reference from those areas.
 - 1.3.1. The number of references required are as follows:
 - 1.3.1.1. For promotion to senior assistant librarian:
 - three references, two of which must be from within the library.
 - 1.3.1.2. For promotion to associate librarian with permanent status

- two references from within the library
- two references from outside the library
- (optional) two additional references from within or outside the library

1.3.1.3. For associate librarians seeking permanent status only

- two references from within the library
- two references from outside the library
- (optional) two additional references from within or outside the library

1.3.1.4. For promotion to librarian

- two references from within the library
- two references from outside the library
- two references from outside the university
- (optional) two additional references.

1.4. The personnel specialist requests and receives the above materials and combines them with the items listed in Appendix 3 to complete the candidate's promotion portfolio.

Appendix 5: Code of Ethics of the American Library Association

See <http://www.ala.org/ala/issuesadvocacy/proethics/codeofethics/codeethics.cfm> for the current American Library Association code of ethics.