

# University of Maryland Guidelines for Appointment, Promotion, and Permanent Status of Library Faculty

Prepared by the Appointment, Promotion and Permanent Status Committee,  
a Standing Committee of the Library Assembly

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## Introduction

This guidebook is intended to clarify the implementation of policies and procedures governing the preparation of candidates' dossiers and the review process. The information that follows is derived from the [University of Maryland Policy on Appointment, Promotion, and Permanent Status of Library Faculty](#) [BOR-II 1.00(B) Amended May 2, 2018; Technical Amendment October 22, 2019] and the University of Maryland [APT Manual and Guidelines](#), which provides more specific detail on the procedures for compiling a dossier and for handling specific aspects of the Appointment, Promotion and Permanent Status (APPS) process. The formal policy and the electronic form of these guidelines are posted on the [APPSC website](#). Questions regarding APPS procedures and policies may be directed to members of the Appointment Promotion and Permanent Status Committee (henceforth referred to as APPSC) via e-mail at [library-appsc@umd.edu](mailto:library-appsc@umd.edu). Current APPSC membership is listed on the committee website.

APPSC members review this document annually and propose updates based on changes to the University of Maryland [APT Manual and Guidelines](#) as well as addressing questions or other issues that arise regarding the appointment and promotion process in the University Libraries. Proposed changes are documented and presented to the Library Assembly for approval.

The award of permanent status or promotion is a milestone in a library faculty member's professional life and represents a significant commitment by the university. The library faculty want librarians applying for promotion and/or permanent status to succeed and offer them opportunities for support throughout the process in the form of mentoring, library research funds, professional development funds, advice from colleagues and supervisors, and the performance review committee (PRC). The review for promotion and/or permanent status is the university's primary means for ensuring a productive and accomplished library faculty befitting an outstanding research university. Library faculty are expected to demonstrate accomplishment in three areas: (1) librarianship; (2) service; and (3) research, scholarship and/or creativity. Librarianship is considered foremost among the three, with service and research, scholarship and/or creativity also important considerations in making promotion and/or permanent status recommendations.

The candidate's dossier forms the basis for review at all levels. It is therefore extremely important that it include all relevant information for making the case for promotion and/or permanent status in a form that evaluators both within and outside the UMD Libraries will understand. Although librarianship is always the most important of the three areas, service and research, scholarship, and/or creativity are increasingly important as candidates advance through the ranks.

**Important Dates for Promotion and/or Permanent Status** can be found at the [APPSC website](#).

## Definitions

The following terms are used throughout this document:

- **Advisory Subcommittee (ASC):** A subgroup of voting-eligible faculty who gather information for the review and author the Evaluative Report, which they sign. The candidate's supervisor and mentor are not eligible for service on the ASC.
- **APPS Policy:** Campus policy document formally titled [University of Maryland Policy on Appointment, Promotion, and Permanent Status of Library Faculty](#) [BOR-II 1.00(B) Amended May 2, 2018; Technical Amendment October 22, 2019]
- **APPSC:** The Appointment, Promotion, and Permanent Status Committee (APPSC), which coordinates the procedures governed by the [University of Maryland Policy on Appointment, Promotion, and Permanent Status of Library Faculty](#).
- **Candidate:** the library faculty member applying for promotion and/or permanent status.
- **Dossier:** A compilation of materials for a candidate's application for promotion and/or permanent status. Each dossier contains the following 6 major sections: Transmittal

Form, Evaluative Statements, Personal Statement, Curriculum Vitae (CV), External Letters of Assessment, and Appendices to the Dossier.

- **Eligible Faculty:** The body of library faculty members who are authorized to consider and vote on candidates for appointment, promotion, and/or permanent status for the rank of Librarian III or Librarian IV. Eligible faculty members must hold an appointment of at least 50% either in the Libraries or with the Libraries as their permanent status home at the time of the discussion/vote. For consideration of Librarians III, the eligible faculty are Librarians III with permanent status and Librarians IV. For consideration of Librarians IV, the eligible faculty are Librarians IV. A candidate's supervisor, or the person assigned to write the supervisory assessment (for details, see [For the Supervisor](#)), is not considered a member of the eligible faculty because they write an independent assessment of the candidate, although the supervisor is allowed to speak at the meeting of eligible faculty.
- **Performance Review Committee (PRC):** The committee consisting of the candidate's supervisor and at least two or three library faculty with permanent status who provide an assessment of a librarian's work and progress toward promotion. If the supervisor does not already have permanent status, the PRC must include an additional member of the eligible faculty. A librarian without permanent status is required to have a performance review committee. A librarian with permanent status is not required to have a committee but might find one helpful in monitoring their progress toward promotion to Librarian IV. It is recommended that PRCs be comprised of at least one eligible faculty member who is familiar with the librarian's area of work within the unit or department and another eligible faculty member who works elsewhere in the UMD Libraries. The librarian's mentor is not an official member of the PRC but may attend the meetings and participate in the discussions. For further information, see [University of Maryland Libraries Permanent Status Permanent Status Track Faculty Annual Performance and Merit Review Policy](#) and the [University of Maryland Libraries Permanent Status Permanent Status Track Faculty Annual Performance and Merit Review Guidelines](#).
- **Quorum:** Percentage of eligible faculty needed to conduct a valid vote on whether to award appointment, promotion, or permanent status. The quorum is 75%.
- **Rank:** In addition to their job titles, all UMD librarians in the permanent status track have a faculty rank of I to IV, with IV the highest rank.
- **Rank at Appointment:** The initial rank, based on professional experience and achievement, assigned to each newly-hired UMD librarian. Appointment at the rank of Librarian I or II does not come with permanent status. Appointment at the rank of Librarian III may be with or without permanent status. Appointment at the rank of Librarian IV automatically comes with permanent status.
- **Transmittal Form:** A cover sheet that accompanies every promotion dossier and includes employment information about the candidate, a list of dossier contents, and places to record review decisions as the dossier moves forward.

## Description of Library Faculty Ranks

Each full or part-time permanent status and permanent status track UMD librarian holds a functional position title based on their core assignment. In addition, each librarian holds a faculty rank commensurate with their level of professional experience and achievement. The expectations for higher ranks are cumulative. Each advance in rank adds additional expectations to the previous description.

The only library faculty ranks that may involve a permanent status commitment are Librarian III and Librarian IV. Those granted permanent status in the rank of Librarian II before February 16, 2004, shall continue to hold permanent status at that rank.

The following shall be the minimum qualifications for appointment or promotion to the library faculty ranks in use by the University of Maryland Libraries, as defined by the [University System Policy on Appointment, Rank, and Tenure of Faculty](#) (II-1.00). Each rank requires a master's degree from an American Library Association (ALA) accredited program (or a program recognized by ALA), or a graduate degree in another field where appropriate.

### **Librarian I**

This is an entry-level rank, assigned to librarians with little or no professional library experience, but who have been judged to have demonstrated an understanding of the basic tenets of librarianship and a potential for professional growth. This rank does not confer permanent status.

### **Librarian II**

Librarians at this rank have demonstrated professional development evidenced by achievement of a specialization in a subject, service, technical, administrative, or other area of value to the library. Normally, this rank requires a minimum of three years of professional experience, plus achievements in service and research, scholarship, and/or creativity befitting the rank. This rank does not confer permanent status. Librarian II is equated with the rank of Assistant Professor.

### **Librarian III**

Librarians at this rank have demonstrated a high level of competence in performing professional duties requiring specialized knowledge or experience. Normally, this rank requires a minimum of six years of professional experience, three of which must be at a level comparable to the rank of Librarian II, plus achievements in service and research, scholarship, and/or creativity befitting the rank. Librarians at this rank shall have been involved in mentoring and providing developmental opportunities for their colleagues and shall have shown promise of continued productivity in librarianship, service, and research, scholarship, and/or creativity. Promotion to this rank from within the Libraries confers permanent status; appointment to this rank from outside the Libraries may confer permanent status. Librarian III is equated with the rank of Associate Professor.

### **Librarian IV**

Librarians at this rank have demonstrated superior performance at the highest levels of

specialized work and professional responsibility. Normally, this rank requires a minimum of nine years of professional experience, at least three of which must be at a level comparable to the rank of Librarian III, plus achievements in librarianship, service, and research, scholarship, and/or creativity befitting the rank. Librarians at this rank have shown evidence of and demonstrate promise for continued contribution in valuable service and significant research, scholarship and/or creativity. Such achievement must include leadership roles and have resulted in the attainment of recognition in the Libraries and at the campus, state, regional, national, or international level. This rank confers permanent status. Librarian IV is equated with the rank of Professor.

### **Librarian Emerita/us**

Librarians III and Librarians IV who have served as members of the Library Faculty of the University of Maryland for the equivalent of ten or more years of full-time service and who give to the Dean of Libraries proper written notice of their intention to retire, are eligible for nomination to emerita/emeritus status. Only in exceptional circumstances may faculty with less than the equivalent of ten years of full-time service be recommended for emerita/emeritus status. A candidate for emerita/emeritus status shall have demonstrated meritorious accomplishment in the areas of librarianship, service, and research/scholarship/creativity throughout their entire career.

## **Rank at Initial Appointment**

Requirements for establishing rank at initial appointment appear in Section 4 of the [University of Maryland Policy On Appointment, Promotion, and Permanent Status of Library Faculty](#). The following guidelines will be followed to determine rank at initial appointment for all new faculty appointments:

1. Libraries Human Resources (hereafter, LHR) informs each search committee for library faculty positions of the need to contact APPSC.
2. As soon as candidates are selected for in-person interviews, but before letters of reference are requested, LHR forwards the candidate's CV (or resume) and cover letter/letters of application.
3. LHR, using a template provided by APPSC, sends each candidate selected for in-person interviews a letter explaining the appointment, promotion, and permanent status process at the UMD Libraries and inviting questions to be addressed by APPSC. APPSC receives a copy of this letter.
4. LHR sends APPSC a list of candidates and an interview schedule as soon as they are available.
5. APPSC reviews the CV and cover letter prior to the candidate's in-person interview. APPSC representatives meet with the in-person interview candidates and review with them the expectations of faculty members at UMD Libraries. If APPSC has questions about materials submitted by the candidate, they will ask the candidate for clarification at the interview, allowing at least one business day for receipt of additional materials.
6. An APPSC representative prepares a report on the candidate for members of APPSC.

7. APPSC members confer and recommend rank and status to the Dean. APPSC members are not required to reach consensus on rankings. In instances where members do not reach consensus, all member recommendations are shared with the Dean of Libraries, along with all arguments; the Dean will make a final decision for rank upon appointment. If the rank on appointment is Librarian I, or Librarian II, no further action is needed. For appointments at Librarian III or Librarian IV, an appointment dossier is created for review and approval by the Provost and President. If the appointment recommendation is also for permanent status (required at the rank of Librarian IV), that recommendation must be confirmed by a vote of the eligible faculty before being sent for approval by the Provost and President.
8. Those recommendations are communicated to the Dean of Libraries and the Head of LHR or designee.

## Structure of Promotion Reviews

The UMD Libraries are structured as a non-departmentalized college within the University.

- [Applications for promotion from Librarian I to Librarian II](#) have two levels of review: by APPSC and by the Dean.
- [Applications for promotion to Librarian III](#) or [Librarian IV](#), and/or the award of permanent status have two levels of review: within the UMD Libraries (involving the eligible faculty, the supervisor, and the Dean), and at the University level (three Associate Provosts).

Actions within the UMD Libraries are governed by the APPS Policy, these Guidelines, and campus-wide policies. In accordance with the APPS Policy, promotion to ranks above Librarian II and the granting of permanent status can be awarded only by an affirmative decision by the President based upon a formal review. A decision by the President to award promotion and/or permanent status follows advice and recommendations from both the eligible faculty and the Dean of the University Libraries.

## Equity and Fairness in the Review Process

To encourage a fair and equitable review process for the candidate that adheres to University policies and procedures, the Associate Provost for Faculty Affairs sends out a memo annually to all faculty review committees and administrators at each level reminding them of the importance of conducting a fair and unbiased evaluation that comports with University policies, procedures, and expectations (e.g., confidentiality, mitigating conflicts of interest). This memo is shared with APPSC and states that reviews and evaluative discussions should 1) avoid disparaging or prejudicial comments regarding the candidate; 2) cannot base the evaluation of the candidate on factors such as a candidate's gender, race, sexual orientation, or other protected personal characteristics; 3) cannot consider a candidate's part-time status or any extension of the mandatory tenure review year authorized pursuant to policy, and that such candidates shall be evaluated according to the same criteria applicable to other candidates; and 4) must adhere to University confidentiality and conflict of interest mitigation requirements. This information is referenced when APPSC briefs the Advisory Subcommittee members each year and is incorporated into the opening remarks at any eligible faculty meeting. Additionally, the Associate



Provost for Faculty Affairs and the Vice President for Diversity and Inclusion, or their designees, will arrange to formally charge APPSC annually.

The eligible faculty shall be informed when a candidate stopped the tenure clock and informed that these are university-supported policies. The focus of discussion and decision-making on promotion dossiers should be on the candidate's performance in meeting the UMD Libraries' criteria, and not how long (i.e., an extra year) it took to meet those criteria. This recommendation applies to faculty being evaluated for promotion to Librarian III, the granting of permanent status, and/or promotion to Librarian IV.

## Procedures to Follow When There are Observed Actions of Concern

Prior to or during the meeting of the eligible faculty, should any member of the eligible faculty believe that inappropriate comments have been made, or confidentiality has been breached (e.g., by APPSC or ASC members, candidates, or others outside the review process), or conflicts of interest require mitigation, they are encouraged to raise their concern as soon as possible, citing the Associate Provost's memo, as referenced in the most recent APT Guidelines. Individuals may also discuss the issue confidentially with the APPSC Chair, the UMD Libraries' Faculty Services Liaison, the Dean, or with the Associate Provost for Faculty Affairs. Based on the issue(s) brought forward, the Associate Provost for Faculty Affairs may elect to take corrective action to ensure the integrity of the review process. The Associate Provost for Faculty Affairs will consult with the Senior Vice President and Provost regarding possible corrective action(s). The decision of the Associate Provost for Faculty Affairs regarding any corrective action(s) is final.

## Eligible Faculty Conflict of Interest/Recusal

Recusal: "Recusal" or to "recuse" oneself means to remove oneself from participation in decision-making discussions/votes so as to avoid a conflict of interest. These Guidelines adhere to the definition of "conflict of interest" in [University of Maryland Policy on Conflict of Interest and Conflict of Commitment](#), Section III (Policy Number II-3.10(A), Feb. 4, 2021).

### **Applicability – Eligible Faculty**

All eligible faculty members must carefully assess their ability to be fair and impartial in relation to APPS decision-making discussions/votes and self-recuse if necessary.

A mandatory recusal in relation to appointment, promotion, and/or permanent status cases is required for a faculty member who has a personal relationship that constitutes a conflict of interest (e.g., they are a family member or partner of the candidate). Any recused faculty member must leave the room when the discussion/vote on the APPS case takes place and their vote will be recorded as a mandatory abstention.



Collaboration among colleagues is expected and appropriate. If an eligible faculty member has a financial or substantial research collaboration (e.g., PI/co-PI on current grants, recent or forthcoming co-authorship) with the candidate, they must self-disclose this relationship when making remarks during the eligible faculty meeting.

### **Additional Applicability – ASC**

In addition to the applicability requirements for eligible faculty...

Advisory Subcommittee members must not be a current mentor or supervisor of the candidate, nor hold a financial or substantial research collaboration (e.g., PI/co-PI on current grants, recent or forthcoming co-authorship) with the candidate.

### **Additional Applicability – APPSC**

In addition to the applicability requirements for eligible faculty and ASC members...

#### *Appointment dossiers*

An APPSC member serving as the hiring official or as chair of the search committee should not be involved in determining the rank at initial appointment recommendation or in building an appointment dossier.

#### *Librarian I to Librarian II promotion cases*

APPSC members serving as mentors or supervisors for the candidate have a conflict of interest and may not participate in the discussion/vote on a Librarian II promotion case.

#### *Permanent status cases*

APPSC members who currently serve as mentors or supervisors for the candidate should not serve as the APPSC liaison to the candidate, nor should they write the eligible faculty meeting report.

## **For Candidates**

For each application for promotion, the candidate provides a dossier for evaluation. The three major elements provided by the candidate at every stage are a personal statement, a CV, and the current position description. Together these document the candidate's case for promotion.

### **Candidate's Personal Statement (signed and dated)**

*The personal statement is critical because it is the vehicle with which the candidate makes their case for promotion and/or permanent status. Candidates are encouraged to be thoughtful and*

thorough in composing their personal statements. In the personal statement, the candidate offers a personal perspective on their career as it pertains to the areas of librarianship, service, and research, scholarship and/or creativity. The personal statement should clearly illustrate accomplishments and focus on the impact and significance of the candidate's work, both within UMD and to the outside professional and/or scholarly community.

The statement should reflect the fact that librarianship is foremost among the three areas, although service and research/scholarship/creativity are also important. These statements should be relatively short, no more than five pages in length, avoid specialized jargon and acronyms, and be directed toward readers who may not be specialists in the candidate's field. The personal statement must be dated and signed by the candidate.

Candidates are strongly encouraged to view [sample dossiers](#) including personal statements, available online from the [Appointment, Promotion, and Permanent Status Committee](#) (APPSC). They are also encouraged to have their mentor, members of their Performance Review Committee (PRC), and other colleagues from outside of their area of expertise review their Personal Statement for clarity and to ensure their work can be understood by individuals in other units of the UMD Libraries and as the dossier moves forward through additional levels of review.

## Curriculum Vitae (signed and dated)

The Curriculum Vitae (CV) presents an accurate, concise portrait of the candidate's achievements. It is organized according to the three areas on which candidates will be evaluated: 1) Librarianship, 2) Service, and 3) Research, scholarship, and/or creativity.

The candidate's CV, when submitted, must be signed and dated to certify that it is accurate and current. The CV will be included in each request for external evaluation.

### ***CV Template***

For more information about details to include on the CV, check with your supervisor/PRC and consult the [sample dossiers](#) available from APPSC. Until the [Faculty Success](#) platform is optimized to generate CVs for promotional dossiers, create the CV in a word processing document. It should include the following information, in the order shown:

#### **1. Personal Information**

List name, library department and division (for campus joint appointments, indicate percentage of each), current rank, year of University appointment to current rank, and educational background (including institutions, dates, and degrees).

## **2. Employment history (in reverse chronological order)**

Employment background should include sufficient textual content to describe levels of professional competency.

## **3. Service and Outreach**

For each organization or committee, include the full name of the organization/committee, the term of service, office held, and whether elected or appointed. Candidates are encouraged to clearly explain their level of contribution in service activities, so as to answer the question “what were your unique contributions to committee x?”

- A. Library
- B. Campus
- C. Professional
- D. Other
- E. Service awards and honors

## **4. Research, Scholarship, and/or Creativity**

List works of research, scholarship, and/or creativity in the following order:

1. Books
2. Chapters in books
3. Articles in Refereed Journals (Full citation, inclusive of all authors in the order of publication and page numbers. Review articles and invited articles should be so identified.)
4. Published Conference Proceedings
5. Conferences, Workshops, and Talks
6. Professional and Extension Publications (including non-refereed journal articles)
7. Book Reviews, Notes, and Other Contributions
8. Completed Creative Works (Digital Humanities Projects, Exhibits, Podcasts, Software)
9. Significant Works in Public Media
10. Sponsored Research and Programs (Administered by Office of Research Administration)
11. Gifts and Funded Research (Not Administered by ORA)
12. Centers for Research, Scholarship, and Creative Activities
13. Patents
14. Entrepreneurial, Technology Transfer, and Public Engagement Activities
15. Other Research / Scholarship / Creative Activities
16. Research Fellowships, Prizes, and Awards

The candidate may use a standard citation form appropriate to their discipline for publications, etc. The chosen citation format must be applied consistently throughout the CV. The CV should contain the full citation for scholarly pieces, with authors cited exactly in the order in which they appear in the publication, page numbers, and DOI if available. The sole exception is when the work is a product of a large group.<sup>1</sup> Candidates need to clearly specify their contribution(s) to collaborative work. In each category, list published works first, in reverse chronological order, followed by works not yet published but accepted for publication. Pieces in preparation that are not completed and not accepted for publication should not appear on a CV. If pre-print electronic publication (epub) exists, indicate and include URL and anticipated date of print publication. If listing books, specify whether a manuscript has been accepted without the need for further revisions. The candidate must distinguish between authored and edited works and between refereed and non-refereed, clarify the status of unpublished works, and identify their contribution to multi-authored works. When the research is published in a foreign language, include a translation of the title.

## **5. Signature and date.**

If there are subsequent changes to the candidate's credentials, such as new committee appointments, grants, or publications, the candidate will have a chance to include that information later as a CV addendum, which will then be included in the dossier. Such documents may be accepted through early January.

The format for a CV addendum is as follows:

[Candidate's name]

CV Addendum

[Date]

[Some explanation of correction and/or addition. This should identify the section where the change/addition occurs.]

[Corrected/added info.]

[Candidate's Signature/Date]

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<sup>1</sup> In exceptional cases, e.g., when the work is a product of a large group (more than 10 authors), not all authors need be listed. As an example, the candidate may list the first three, the last three, and the candidate themselves (including placement in the total author list). That is, if a candidate named "Candidate" is the 97th author, the citation may be listed as: Smith, Jones, Curley...Candidate (97th)...Moe, Larry, Shemp (total of 189 authors). Candidates may designate the identity of the author with intellectual leadership on jointly authored papers (if this designation can be appropriately ascertained) by using \* or placing that name in bold.

## Current Position Description (signed and dated)

The current position description helps place the candidate's achievements in Librarianship into context and is especially useful for those unfamiliar with the candidate's area of specialization. Candidates supply this document, which must be the version on file in Library Human Resources. The document must be signed and dated by the candidate and the supervisor; APPSC recommends that the candidate and supervisor review and (if needed) update the position description no less than one year before the mandatory application date. If the candidate's position has changed significantly within a few months of the application date, the older position description may also be included.

## Application for Promotion from Librarian I to Librarian II

A library faculty member holding a full or part-time appointment at the University of Maryland Libraries at the rank of Librarian I must apply for promotion to Librarian II no later than three months prior to the third-year anniversary of their initial appointment (see [Appendix A: Timelines for Promotion and/or Permanent Status](#)). The goals of this review are to assess the progress of librarians at the Librarian I rank during their third year of appointment and provide a recommendation for or against promotion to Librarian II to the Dean of Libraries. The process also provides the candidate with experience in preparing key parts of a dossier (e.g., personal statement, CV, external reviewers list), as well as written feedback regarding the candidate's progress towards promotion/permanent status in 1) Librarianship, 2) Service, and 3) Research, scholarship, and/or creativity. Each candidate should discuss their progress toward promotion with their Performance Review Committee (PRC), supervisor, and mentor.

The candidate assembles and submits to APPSC a dossier articulating how they fulfill the criteria outlined below. Promotion to Librarian II does not confer permanent status.

### *Criteria*

The successful candidate will have:

- Normally completed a minimum of three years of professional (post MLS or other relevant Master's degree) experience.
- Demonstrated effective professional knowledge and skills consistent with the rank of Librarian II.
- Demonstrated potential for promotion to higher ranks.

### *Librarianship*

- Superior performance of assigned responsibilities, and, if applicable, development of specialized work responsibilities of value to the UMD Libraries.
- Participation in the collaborative work of the UMD Libraries.
- For librarians who supervise others: Demonstrated leadership by developing the talents of their direct and indirect reports while giving both appropriate direction and autonomy,

engaging employees in decision making, creating an environment of open communication, and excelling in vision, execution, and problem-solving.

#### *Service*

- Service on library committees and/or membership in professional associations.

#### *Research, scholarship, and/or creativity*

- Identified a scholarly or creative project or projects of interest and have undertaken preliminary work.

The candidate's dossier consists of:

- Promotion/Permanent Status [Transmittal Form](#)
- A signed and dated Curriculum Vitae (CV) in a format conforming to the standards set forth in the section above for [Curriculum Vitae](#).
- A signed and dated position description, meeting the requirements set forth in the section above for [Current Position Description](#).
- A signed and dated Personal Statement describing the candidate's significant professional accomplishments in librarianship, service, and research, scholarship, and/or creativity, and plans for future activities, in a format conforming to the standards set forth in the section on the [Candidate's Personal Statement](#).
- Name and contact information of their supervisor; inclusion of this information on the Transmittal Form suffices.
- The names, contact information, and description/justification for two external evaluators, in a format conforming to the standards set forth below in [External Letters of Evaluation](#). These evaluators may not be employed at the University of Maryland Libraries and will not be contacted during the promotion process. The purpose of this exercise is for candidates to think about possible evaluators for their later promotion and permanent status applications and to gain experience writing the evaluator description/justification.
- Although not expected, include publications or reviews, if any, including but not limited to: acknowledgments, commendations, reviews of scholarly work, grant proposals, relevant professional correspondence (thank you letters from faculty or colleagues in the field).

All materials are to be submitted to APPSC by the designated review date. Submit all documents as separate PDFs. (Do not lock or secure the PDFs.)

#### *Review Process*

APPSC serves as both the ASC and eligible faculty for Librarian I to Librarian II promotions. APPSC members who are the candidate's mentor or supervisor will not participate in APPSC's review of these applications. Eligible APPSC members will compose a [Summary Statement of Professional Achievements](#) and the [Reputation of Publication Outlets](#) (if applicable) for research, scholarship, and/or creativity. APPSC will share the Summary Statement and the Reputation of Publication Outlets with the candidate. The candidate has no less than two weeks

to review these documents and make suggested changes to address any factual errors, using Word's comments feature. After this review period, the candidate and APPSC have one week to work together to finalize the documents, resolving outstanding issues. When agreement is reached, a member of the ASC signs the documents. The candidate acknowledges receipt of both of these documents via the Candidate Verification Page. In the event that the candidate disagrees with the content or needs to clarify any inaccuracies not resolved prior to the final signature on these documents, they may prepare a signed and dated optional rejoinder for inclusion in the dossier.

APPSC will contact the candidate's supervisor to write a formal assessment, recommending for or against promotion. As long as the supervisor holds the rank of Librarian II or above, they are qualified to write this assessment, even if they have not yet been granted permanent status. APPSC will then prepare their own evaluative report containing a recommendation for or against promotion and submit the dossier to the Dean for their evaluation.

Prior to July 1, the candidate will receive a letter from the Dean of Libraries notifying them of the results of their application for promotion. The letter will include feedback regarding progress towards promotion/permanent status in librarianship, service, and research, scholarship, and/or creativity. Copies of the Dean's written notification to the candidate regarding the final decision will be provided to the APPSC, the Libraries Human Resources, and the candidate's immediate supervisor. Following the decision, the dossier and all documentation related to the review shall be forwarded to the Dean's Office; all evaluative reports and recommendations shall remain confidential from the candidate and others.

#### *Mandatory Review Date*

Each new Librarian I will receive a letter of appointment from the Libraries' Human Resources Office stating the date for the mandatory review for promotion to Librarian II according to the [APPS Policy](#). APPSC expects that dossiers will be submitted to the chair of APPSC no later than three months prior to the third-year anniversary of initial appointment. (See [Appendix A: Timelines for Promotion and/or Permanent Status](#))

#### *Postponement of Mandatory Review*

A library faculty member may request a delay of mandatory review for personal or professional circumstances, in accordance with [University of Maryland Policy on Extension of Time for Tenure Review due to Personal and Professional Circumstances](#), II-1.00(D). The faculty member should initiate the request by discussing it with APPSC and the Dean of Libraries. The Dean's support is necessary to continue with the Tenure Delay Request process. The faculty member must create a formal request using the University's Tenure Delay website, making the request prior to the deadline for the mandatory review. For further information, see [Campus Tenure Delay Policy](#).



### *Failure to Submit Application by Mandatory Date*

Candidates who fail to submit their application by the date of the mandatory review will have their appointments terminated at the end of their contract. Individuals with questions regarding their mandatory date should contact APPSC at [library-appsc@umd.edu](mailto:library-appsc@umd.edu).

### *Withdrawing an Application*

Candidates for promotion may voluntarily withdraw from the review process at any time before a final decision is made. The candidate who seeks to withdraw from the review process should promptly notify the chair of the APPSC and the Dean. If the candidate withdraws their application at the time of the mandatory review, they are entitled to an additional terminal six-month appointment at their current rank. If the candidate applied for promotion before the date of the mandatory review, they may submit their application again at the mandatory date.

### *Negative Decisions*

Unsuccessful candidates shall be granted an additional terminal one-year appointment at the rank of Librarian I, but barring exceptional circumstances, such as a successful appeal (See [Appeals Procedure](#)) shall receive no further consideration for promotion or permanent status.

## Reappointment Review

A Librarian II who does not apply for promotion by the third year of full-time employment shall apply for reappointment by January 31 of that year. (See [Appendix A: Timelines for Promotion and/or Permanent Status](#)) The goals of the reappointment review are to assess the progress of librarians at the rank of Librarian II without permanent status in the third year of appointment, and provide a recommendation for or against reappointment to the Dean of Libraries. The process also provides the candidate with experience in preparing key parts of a dossier (e.g., personal statement, CV, external reviewers list), as well as written feedback regarding the candidate's progress towards promotion/permanent status in 1) Librarianship, 2) Service, and 3) Research, scholarship, and/or creativity.

The candidate assembles and submits a Reappointment Review application to APPSC composed of the following:

- a. A signed and dated Curriculum Vitae (CV) in a format conforming to the standards set forth in the section above for [Curriculum Vitae](#).
- b. A signed and dated position description, meeting the requirements set forth in the section above for [Current Position Description](#).
- c. A signed and dated Personal Statement describing the candidate's significant professional accomplishments in librarianship, service, and research, scholarship, and/or creativity, and plans for future activities covering the next three years, in a format conforming to the standards set forth in the section on the [Candidate's](#)

### [Personal Statement.](#)

- d. Name and contact information of their supervisor.
- e. The names, contact information, and description/justification for two external evaluators, in a format conforming to the standards set forth below in [External Letters of Evaluation](#). These evaluators may not be employed at the University of Maryland Libraries and will not be contacted during the Reappointment Process. The purpose of this exercise is for candidates to think about possible evaluators for their later promotion and permanent status applications and to gain experience writing the evaluator description/justification.

All materials are to be submitted to APPSC by the designated review date. Submit all documents as separate PDFs. (Do not lock or secure the PDFs.)

### *Review Process*

APPSC will work with the candidate to make sure their dossier is complete and then forward it to the candidate's Associate Dean, who will form a Reappointment Review Committee (RRC). The RRC forwards their recommendation to the Dean of Libraries, who makes the final decision and notifies the candidate prior to the next fiscal year whether they will be reappointed. This notification includes written feedback regarding progress towards promotion/permanent status in librarianship, service, and research, scholarship, and/or creativity.

### *Mandatory Review Date*

APPSC will notify all candidates who are required to undergo Reappointment Review. APPSC also notifies the candidate's immediate supervisor, Associate Dean, and the Dean of Libraries.

### *Negative Decisions*

For candidates for whom Reappointment is not granted, The Dean of Libraries may choose one of the following options:

- 1) The granting of a one-year "probationary" contract with option to reapply.
- 2) The denial of reappointment with no probationary period or option to reapply.

For further information, see the [Reappointment Review Process Guidelines](#).

## Appointments of Existing Faculty to New Positions

Occasionally, a current permanent status or permanent status track librarian will be appointed to a new position within the UMD Libraries. In these cases, their existing rank and status will remain unchanged, along with any mandatory dates.<sup>2</sup>

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<sup>2</sup> Typically, APPSC will not meet with such individuals during the candidate interview day. However, to support equity among all candidates, the internal candidates will be offered this opportunity.

## Appointments at Librarian III with or without Permanent Status

New library faculty may be appointed at the rank of Librarian III with or without permanent status. In either case, APPSC will work with the candidate, the Dean, and LHR to create an appointment dossier (see *Dossier* section below) for submission to the Provost and President.

If APPSC and the Dean do not initially agree on the recommendation for appointment with or without permanent status, they will confer to determine the best way to proceed.

If the recommendation is for appointment without permanent status, no eligible faculty meeting will occur. A candidate appointed as a Librarian III without permanent status must submit a dossier for permanent status review by the indicated mandatory date (See [Appendix A: Timelines for Promotion and/or Permanent Status](#)). See the section [Application for Promotion from Librarian II to Librarian III and/or Permanent Status](#) for more information.

If the recommendation is for appointment with permanent status, APPSC will schedule an eligible faculty meeting to discuss and vote on the recommendation. As with promotion dossiers, the quorum is 75% of the eligible faculty, and two thirds of those voting must vote in favor of conferring permanent status for a positive recommendation.

### *Criteria*

The [criteria](#) for those appointed with a recommendation for Librarian III are the same for librarians applying for promotion from Librarian II to III with permanent status.

### *Dossier*

Appointment dossiers serve the same function as promotion dossiers, although they have an abbreviated form. The required documentation varies based on whether or not the appointment is recommended with permanent status.

Librarian III dossier documentation	Without permanent status	With permanent status <sup>3</sup>
Transmittal Form	✓	✓
Curriculum Vitae	✓	✓
Position Description	✓	✓
Candidate's Application Cover Letter	✓	✓
Reputation of Publication Outlets		✓
Appointment Criteria		✓
APPSC Evaluative Report		✓
Report from Eligible Faculty Meeting		✓
Dean's Letter	✓	✓
Credentials of External Evaluators		✓

<sup>3</sup> Note: An expedited appointment dossier may contain fewer documents. See [Appointments at Librarian IV](#) for details.

Responses of External Evaluators (at least 6, 3 chosen by candidate)	✓ (May use the reference letters)	✓
Letter Log of Evaluation Requests		✓
Sample Letter used to Solicit External Evaluations		✓
Two Scholarship/Creativity Examples		✓

In all cases, APPSC will offer the candidate an opportunity to provide an updated CV.

For candidates recommended for appointment as Librarian III or Librarian IV, APPSC will contact the candidate's identified references to serve as [external evaluators](#). The future supervisor will also supply a list of potential external evaluators, which are vetted by APPSC. APPSC will ask the candidate to provide two samples of scholarship that represent the candidate's best work. If a scholarly work is written in a language other than English, a translation of the publication abstract and the source of the translation (Google Translate, professional translator, etc.) should be provided. APPSC serves as the Advisory Subcommittee (ASC) and composes the evaluative report. For candidates recommended for appointment with permanent status, APPSC will lead the meeting of the eligible faculty. The dossier can move forward even if the full set of six (6) external letters are not received prior to the meeting of the eligible faculty.

#### *Administrative Approval*

No offer of appointment at the rank of Librarian III is valid without approval from the Provost and President. However, a verbal offer and/or letter of intent to hire may be made as long as such offers include an indication that the offer is subject to their final approval. The letter of intent to hire will be sent from the Libraries Human Resources office, with a copy forwarded to APPSC.

## Application for Promotion from Librarian II to Librarian III and/or Permanent Status

Librarians appointed at the rank of Librarian II must apply for promotion to Librarian III and for permanent status on or before their mandatory review date. (See [Appendix A: Timelines for Promotion and/or Permanent Status](#)) Each candidate must make the case for how they meet the criteria for promotion and/or permanent status. Each candidate should discuss their progress toward promotion or permanent status with their Performance Review Committee (PRC), supervisor, and mentor.

#### *Criteria*

The successful candidate will have:

- Normally completed a minimum of six years of professional experience, three at a level comparable to the rank of Librarian II at the University of Maryland.

- Mastered the skills, knowledge, and techniques of librarianship and made meaningful contributions to the UMD Libraries, University, and library profession or an academic discipline.
- Mentored and/or provided professional development activities for direct reports (as *Librarianship*) or for colleagues (as *Service*).
- Demonstrated promise of continued productivity in librarianship, service, and research, scholarship, and/or creativity.

#### *Librarianship*

- Demonstrated a high level of competence in a specialized area *and/or* a reputation as an internal expert or resource in assigned area of work.
- For librarians who supervise others: Demonstrated leadership by developing the talents of their direct and indirect reports while giving both appropriate direction and autonomy, engaging employees in decision making, creating an environment of open communication, and excelling in vision, execution, and problem-solving.

#### *Service*

- Provided leadership in a library, campus, professional, or scholarly committee or completed other activities as specified in the [APPS Policy](#).

#### *Research, scholarship, and/or creativity*

- Completed scholarly or creative works as specified below in Figure 1.

#### *Research, Scholarship, and/or Creativity*

No single type of research, scholarship, and/or creativity is a more significant component of a research agenda than another. Nevertheless, a cumulative body of work that reflects the highest academic standards is required. The following is a guide to a successful record of research, scholarship, and/or creativity. Candidates are welcome to propose other kinds of works besides those included in the table, but they need to be able to articulate the processes involved in creating it and its impact. Works can be print or digital.

The successful candidate will have two strong samples of scholarship, along with a diversity of other scholarly activity. (See Figure 1.)

Figure 1: Examples of Scholarly or creative activity

One from here:	AND one from here:		With any evidence of:
Book (sole or co-authored)	Book (sole or co-authored)	Encyclopedia article (> 1,000 words)	Newsletter articles
Book chapter (sole or co-authored)	Book chapter (sole or co-authored)	Podcast series creator (> five episodes)	Encyclopedia articles (< 1,000 words)
Article in refereed journals (sole or co-authored)	Article in refereed journals (sole or co-authored)	Juried national conference presentation	Display or small exhibition
Gallery exhibition (sole or co-curated)	Gallery exhibition (sole or co-curated)	Digital humanities project	Conference poster (juried or invited)
Code/software*	Code/software <sup>4</sup>	Online exhibition	Oral history interviewer
	Extensive bibliography published in relevant academic journal	Academic publication editor	Subject-relevant creativity
	Article in premiere journal for candidate's subject or technical area	Impactful non-edited/reviewed print communication (e.g. blog)	Non-juried presentations, lectures, or talks
	Research paper in juried conference proceedings	Creating a course, curriculum, and syllabus (in person or online)	Invited performing arts performance
	Editor for monograph	Editor for encyclopedia	Published criticism
			Interviewee
			Performing arts recording

<sup>4</sup> Candidates submitting a sample of new original code or software they created or collaborated on must be prepared to summarize the overall impact of the code in their Personal Statement. Candidates submitting software or code as a sample of scholarship must also include an executive summary that includes a link to the product and discusses the following: (1) the function of the code/software, and the problem it solves; (2) the creation of the code/software, including research and documentation as part of the process; and (3) the impact of the code/software (downloads/adoptions). If the code/software is open source and available through a code repository like GitHub, pull requests, merges, branches, and commits are all indicators of impact, quality, and community interest.

## *Dossier*

The contents of the dossier ***submitted by the candidate*** for promotion to Librarian III are as follows:

- Promotion/Permanent Status [Transmittal Form](#)
- A signed and dated Curriculum Vitae (CV) in a format conforming to the standards set forth in the section above for [Curriculum Vitae](#).
- A signed and dated position description, meeting the requirements set forth in the section above for [Current Position Description](#).
- A signed and dated Personal Statement describing the candidate's significant professional accomplishments in librarianship, service, and research, scholarship, and/or creativity, and plans for future activities, in a format conforming to the standards set forth in the section on the [Candidate's Personal Statement](#).
- Name and contact information of their supervisor; inclusion of this information on the Transmittal Form suffices.
- Names, contact information, and justification for six to ten [external evaluators](#), ranked in order of preference.  
Note: The candidate may also identify other individuals who might not be expected to give an objective review. For a further explanation, see the 2<sup>nd</sup> to last paragraph under [external evaluators](#).
- Two publications or other forms of research, scholarship and/or creativity to be forwarded with the complete dossier (external reviewers will see only these two items). If a scholarly work is written in a language other than English, a translation of the publication abstract and the source of the translation (Google Translate, professional translator, etc.) should be provided.
- List of the two sample works of research, scholarship, and/or creativity submitted as part of the dossier, plus a list of supplemental documentation related to librarianship, service, and research, scholarship, and/or creativity the candidate wishes to include, if any. Such documentation could include but is not limited to: other publications, acknowledgments, commendations, reviews of scholarly work, grant proposals, relevant professional correspondence (thank you letters from faculty or colleagues in the field). This list will be seen by eligible faculty but not external reviewers. Because submitting supplemental materials is optional, the absence of this content in a dossier cannot be considered a factor in the candidate's application.
- (Optional) Supplemental documentation included in the list.

All materials are to be submitted to APPSC by the designated review date. Submit all documents as separate PDFs. (Do not lock or secure the PDFs.)

## *Review Process:*

The APPSC will assign an Advisory Subcommittee (ASC) from the eligible faculty, normally consisting of three librarians at the rank of Librarian III or above with permanent status, one



librarian who is familiar with the work of the candidate, one librarian in a related field, and one librarian from anywhere in the UMD Libraries. APPSC will try to include one member new to being on an ASC. When the candidate has supervisory responsibilities, APPSC will seek to appoint an ASC member with supervisory experience. To ensure fairness in the process, candidates and their supervisors may notify APPSC about any eligible faculty members they believe will not be able to be impartial. This information must be submitted no less than two months before the application is due (e.g., April 30 of the application year).

The ASC will be responsible for identifying and selecting [external evaluators](#), assembling other supporting documentation, and writing two reports. The ASC will review the documentation submitted by the candidate and prepare a [Summary Statement of Professional Achievements](#) and the [Reputation of Publication Outlets](#), which are forwarded via the APPSC liaison to the candidate for review and comment (See the [APPS Policy](#).) The candidate has no less than two weeks to review these documents and make suggested changes to address any factual errors, using Word's comments feature. After this review period, the candidate, ASC, and APPSC liaison have one week to work together to finalize the documents, resolving outstanding issues. When agreement is reached, a member of the ASC signs the documents. The candidate acknowledges receipt of both of these documents via the Candidate Verification Page. In the event that the candidate disagrees with the content or needs to clarify any inaccuracies not resolved prior to the final signature on these documents, they may prepare a signed and dated optional rejoinder for inclusion in the dossier.

The ASC will also prepare an [evaluative report](#), based on review of the materials submitted by the candidate and letters from supervisor and external evaluators. The evaluative report contains the ASC's recommendation for or against the candidate's promotion.

The eligible faculty will meet to vote on the candidate's dossier. The Dean of Libraries and the candidate's supervisor may attend the meeting and have a voice in the discussion, but since they provide their own assessments of the candidate, they are not considered part of the eligible faculty. Thus, they will not vote at the meeting, and they do not count in determining the quorum. The quorum is 75% of the eligible faculty, and a two-thirds majority of those voting is required for a positive recommendation for promotion and/or permanent status. APPSC will prepare a report of the meeting that includes the results of the faculty vote and the faculty's recommendation as to promotion and submit it to the Dean of Libraries. If there is a minority dissenting view, dissenting faculty may also submit a written statement within five business days after the meeting of the eligible faculty to be included in the material sent forward to the next level of review.

The Dean will make their own evaluation of the dossier and then send a recommendation to the Provost on whether or not to grant promotion to Librarian III and/or permanent status. If the candidate filed an objection to an external evaluator who was subsequently chosen by the ASC, this letter should note the objection. The APPSC shall review the summary letter prepared by the Dean in order to ensure that it accurately summarizes the considerations regarded as relevant by the eligible faculty. The APPSC shall be provided access to the Dean's letter to the

candidate in order to ensure that the summary accurately reflects the recommendation and rationale provided to higher levels of review. In addition, the letter shall be made available in the Office of the Dean for review by any member of the eligible faculty. In the event that the APPSC and the Dean are unable to agree on the appropriate language and contents of the summary letter, each shall write a summary letter to the candidate.

Within two weeks of sending the recommendation to the Provost, the Dean of Libraries will inform the candidate by letter whether the recommendations made by the eligible faculty and Dean were positive or negative, reporting the number of faculty votes for and against, and summarize in general terms the nature of the considerations on which those recommendations were based.

The Provost shall annually appoint a body for university level review of these faculty promotions to ensure fair and equitable processes. The Provost and the President shall confer about the case, and the Provost shall transmit a recommendation and a written justification to the President. The President will send written notification to the candidate and provide a copy of the notice to the Dean, the APPSC, and the Libraries Human Resources. Following the decision, the dossier and all documentation related to the review shall be forwarded to the Office of the Provost; all evaluative reports and recommendations shall remain confidential from the candidate and others.

#### *Mandatory Review Date*

APPSC will notify all candidates with mandatory review dates. All Librarian IIs must undergo their permanent-status review in their sixth year of consecutive full-time employment at the University. The mandatory deadline for application to promotion is calculated based on whether the candidate was hired before or after January 1<sup>st</sup>:

**Hired July 1 through December 31**

**Hired January 1 through June 30**

***Starts with the current fiscal year***

***Starts with upcoming fiscal year***

Examples:

- For a candidate starting their employment on November 16, 2022, the permanent-status clock begins immediately. Mandatory review would occur in academic year 2027-2028, with the candidate submitting their dossier by June 30, 2027.
- For a candidate starting their employment on January 12, 2023, the permanent-status clock does not start until the 2023-2024 academic year. Hence their mandatory review year is 2028-2029, with the candidate submitting their dossier by June 30, 2028.

For more information, see [Appendix A: Timelines for Promotion and/or Permanent Status](#).

### *Non-Mandatory Review*

No later than April 1, APPSC will issue a call for non-mandatory candidates to declare their intention to apply for promotion. While the declaration is non-binding, promotion applications for the following academic year will not be considered if the response is not received by the April 30 deadline.

Candidates may apply before the year of their mandatory review in cases of exceptional achievement, or if they meet the normal minimum years of professional experience (including applicable positions prior to employment at UMD), and can demonstrate a corresponding record of service and research, scholarship, and/or creativity.

However, candidates should only consider applying prior to their mandatory review date with the support of their supervisor, mentor, and PRC. APPSC strongly recommends that all candidates seeking promotion to Librarian III will have gone through either promotion from Librarian I to Librarian II or reappointment review before applying for permanent status. Note that the permanent status process is an “up or out” process. Candidates who elect to apply prior to their mandatory review year are not eligible to seek a second permanent status review should it be denied, unless they elect to withdraw during the review and prior to a final decision on permanent status.

### *Postponement of Mandatory Review*

A library faculty member may request a delay of mandatory review for personal or professional circumstances, in accordance with [University of Maryland Policy on Extension of Time for Tenure Review due to Personal and Professional Circumstances](#), II-1.00(D). The faculty member should initiate the request by discussing it with APPSC and the Dean of Libraries. The Dean’s support is necessary to continue with the Tenure Delay Request process. The faculty member must create a formal request using the University’s Tenure Delay website, making the request no later than the end of the Spring semester prior to their mandatory dossier submission date. For further information, see [Campus Tenure Delay Policy](#).

### *Failure to Submit Application by Mandatory Date*

Candidates who fail to submit their application by the mandatory date will be deemed to have resigned as of the mandatory application date, receiving an additional terminal six-month appointment at the individual’s current rank. Individuals with questions regarding their mandatory date should contact APPSC at [library-appsc@umd.edu](mailto:library-appsc@umd.edu).

### *Withdrawing an Application*

If the candidate submits their application prior to the mandatory application date, they can withdraw the application and resubmit it at the mandatory date. If a candidate withdraws at the mandatory date, they are entitled to an additional terminal six-month appointment at their

current rank. If withdrawing their application, the candidate must notify the chair of the APPSC, who will then notify the Dean and the Provost's office as appropriate.

### *Negative Decisions*

When both the eligible faculty and the Dean of Libraries make negative recommendations, the review will not proceed further. See [Negative Decisions](#) for further information. If either the eligible faculty or the Dean of Libraries makes a positive recommendation, the dossier will proceed to the next level of review.

Candidates can appeal negative decisions in certain circumstances (See [Appeals Procedure](#)).

If a candidate's application for promotion and/or permanent status receives a final negative decision, they shall be granted an additional terminal one-year appointment at their current rank, but barring exceptional circumstances, such as a successful appeal (See [Appeals Procedure](#)), are not eligible to reapply.

## Appointments at Librarian IV

The process is the same as [Appointments at Librarian III with or without Permanent status](#), following the information specific to appointment with permanent status. The Librarian IVs serving on APPSC take the lead in developing the appointment dossier, and the eligible faculty consists only of those librarians with the rank of Librarian IV. Candidates are evaluated on the criteria for Librarian IV described in the following section. Appointment at this rank confers permanent status. If the candidate is for the position of Dean of Libraries, the eligible faculty votes on the rank/status, not on the appointment as Dean.

In exceptional situations, an expedited review process may be used. To qualify for this streamlined process, candidates must be nominated by the Dean and approved by the Provost's Office. Normally, such candidates have earned the equivalent of permanent status and hold a comparable rank at a peer institution. Expedited appointment dossiers contain the following elements related to the candidate: 1) the CV; 2) the candidate's cover letter; 3) the reference letters received as the candidate's choice. Three additional external evaluations must also be requested. For the rest of the dossier documentation, refer to [Appendix I: Dossier Document Contents](#). As with regular appointment dossiers, APPSC will offer the candidate an opportunity to provide an updated CV and will ask for two samples of scholarship that represent the candidate's best work. The review process then follows the normal procedures.

## Application for Promotion from Librarian III to Librarian IV

All Librarian IIIs with permanent status who are eligible are strongly encouraged to apply for promotion to Librarian IV as the rank represents achievement of the highest levels of a professional library career. However, there is no requirement that they apply and no mandatory review date for promotion to Librarian IV. Librarians III with permanent status may submit a

dossier for review when they believe they have fulfilled the criteria for promotion. Interested librarians should discuss their case with their supervisor, Director, and/or Associate Dean, as well as seek mentoring from an existing Librarian IV, or possibly convene a PRC.

The qualifications for promotion are unique and vary from candidate to candidate. At the Librarian IV level, the desirable qualities include strong accomplishments in librarianship, major contributions in service, and research, scholarly and/or creative contributions that have an impact on the field in general. While the entire record of professional achievements is considered for promotion to Librarian IV, the faculty member's accomplishments since the award of permanent status are particularly important to informing trajectory.

### *Criteria*

The successful candidate will have:

- Normally completed a minimum of nine years of professional experience, at least three at a level comparable to the rank of Librarian III at the University of Maryland.
- Evidence of and demonstrated promise for continued contribution in valuable service and significant creative and/or scholarly contribution.
- Mentored and/or provided professional development activities for direct reports (as *Librarianship*) or for colleagues (as *Service*).

#### *Librarianship:*

- Demonstrated superior performance at the highest level of specialized work and professional responsibility, with the promise of continued contributions.
- Librarians who supervise others are expected to demonstrate leadership by developing the talents of their direct and indirect reports while giving both appropriate direction and autonomy, engaging employees in decision making, creating an environment of open communication, and excelling in vision, execution, and problem-solving.

#### *Service:*

- Successfully held leadership roles in multiple arenas (e.g., in the UMD Libraries, on campus, at the regional, state, national, and/or international levels), leading to the attainment of recognition in those arenas.

#### *Research, scholarship, and/or creativity:*

- Established an ongoing record of noteworthy scholarly and creative activity that demonstrates both high quality and an impact on the field in general.

### *Dossier*

The contents of the dossier for promotion to Librarian IV are the same for [Promotion to Librarian III](#), but may not include any external evaluators identified by or for that candidate in previous promotion cycles.

All materials are to be submitted to APPSC by the designated review date. Submit all documents as separate PDFs. (Do not lock or secure the PDFs.)

### *Review Process*

The review process of the dossier for promotion to Librarian IV are the same for promotion to Librarian III, with the exception that the eligible faculty consists of Librarian IVs. See [Promotion to Librarian III](#).

### *Mandatory Review Date*

Submitting a dossier for promotion to Librarian IV is optional, though encouraged. There is no mandatory date by which a candidate must submit their dossier.

### *Withdrawing an Application*

Candidates for promotion to Librarian IV may withdraw their applications at any time. If withdrawing their application, the candidate must notify the chair of the APPSC, who will then notify the Dean and the Provost's office as appropriate.

### *Negative Decisions*

When both the eligible faculty and the Dean of Libraries make negative recommendations, the case will be forwarded to the Provost for a review to ensure that there was no violation of substantive or procedural due process. See [Negative Decisions](#) for further information. If there is disagreement between the eligible faculty and the Dean of Libraries, the dossier will proceed to the next level of review.

Candidates are free to apply again. Candidates can also appeal negative decisions in certain circumstances. (See [Appeals Procedure](#)).

## External Letters of Evaluation

The candidate submits a ranked list of qualified evaluators who would be able to provide a confidential assessment of their qualifications for promotion. This list should contain six to ten names, so that if potential evaluators are not selected or decline to write for any reason, APPSC will not have to ask the candidate to provide additional names several months after they submit the dossier documentation.

The ASC independently creates a similar list, reviews the suggested evaluators from the candidate's list, and prioritizes the names on both lists. The final dossier sent to the eligible faculty and Dean normally contains at least six external letters of evaluation, which are important in helping judge the candidate's case for promotion. Of these letters, no more than three will be written by evaluators nominated by the candidate, with the rest by evaluators

chosen by the ASC. Up to two additional letters (for a total of at least eight) may be from a mentor or collaborator as long as sufficient explanation is provided by the Chair of the ASC. Should an insufficient number of letters be received in a timely fashion, the application may still go forward to the Office of the Provost for campus level review. However, the absence of the requisite number of letters weakens the case for the candidate.

External letters of evaluation are not reference letters or letters of recommendation. They are written by people who can look at a candidate's career objectively. Candidates may not contact potential evaluators beforehand and must not nominate evaluators with whom they have, or have had, a close or collaborative relationship. Collaborators are here defined as a co-author on any recent peer-reviewed work, serving as a PI/co-PI on current grants, the candidate's advisor or advisee, or candidate's mentor.

The following persons would *not* be considered collaborators: an editor of a volume in which the candidate has a chapter, or vice versa; persons who have served on the same committee, taskforce, or council for professional or other organizations; co-organizer of a workshop; member of a former Department of the candidate with whom there were no co-authored projects or committee memberships.

When identifying potential external evaluators, candidates should nominate librarians familiar with the kind of work they do, such as those holding a comparable position or the supervisor of such a position. If possible, select potential evaluators from institutions comparable in prestige and/or standing to UMD, who have faculty status similar to our own. Prefer external evaluators who have a faculty rank at or above the one for which the candidate is applying and have tenure or permanent status.

Possible sources to identify external evaluators include:

- [Big Ten Academic Alliance libraries](#)
- Libraries belonging to the Association of Research Libraries (ARL), which includes most large U.S. and Canadian academic libraries. For a list of ARL members, see the [ARL membership roster](#).
- Non-academic institutions where a librarian with standing in the field can speak to the candidate's performance meeting the criteria for promotion and/or permanent status, including non-university libraries such as the Library of Congress, New York Public Library, or National Archives and Records Administration.

To determine the status of librarians at a given institution, you may consult [Academic Librarian Status \(last updated 2018\)](#). Information may also be available on the institution's website. Note that not all ARL libraries have faculty status, and even those that do may have a system that differs from ours. Note also that the titles vary among institutions. Some libraries use professorial titles while others have ranks that use the term "librarian". Make no assumptions; some institutions have "Librarian I" as their highest rank, and some libraries have more than one status for librarians (i.e., some are staff, and some are faculty).

If the candidate or the ASC needs more specific information about a potential external evaluator's rank and status as they develop their lists, they may contact the Human Resources department of the institution to inquire about the individual's qualifications. Under no circumstances should the candidate contact the individual directly.



In this selection process, the candidate may also identify other individuals who might not be expected to give an objective review. In this case, the candidate must provide a written statement with reasons, which will be filed with the Dean and accessible to faculty (APPSC and ASC) involved in selecting external evaluators for the review.

APPSC vets the ASC's final recommendations for external evaluators from both lists, confirming that all of the proposed evaluators have the appropriate qualifications, including experience, status, and rank. APPSC ensures that external evaluators do not write assessments for more than one candidate in a given year and that individuals from the same institution are not asked to evaluate the same candidate. In addition, the same person should not be asked to provide an evaluation in consecutive years. APPSC shares the final approved list with the ASC and oversees the solicitation of the assessments.

A sample Credentials of Evaluators form is included in [Appendix F](#).

## Log of Letters from Evaluators

The candidate's ASC must include a list of all the evaluators to whom a letter requesting an evaluation was sent, even if the evaluators do not reply or decline to write. Include the dates on which letters were requested, and the dates when either the evaluation was received, or the evaluator declined to write an evaluation. The letters are grouped by requestor (candidate or ASC), and the order needs to also correspond to how they are arranged in the dossier.

A sample Letter Log is included in [Appendix G](#).

## Application for Librarian Emerita/Emeritus

Librarians III and Librarians IV who have served as members of the Library Faculty of the University of Maryland for the equivalent of ten or more years of full-time service and who give to the Dean of Libraries proper written notice of their intention to retire, are eligible for nomination to emerita/emeritus status. Only in exceptional circumstances may faculty with less than the equivalent of ten years of full-time service be recommended for emerita/emeritus status. A candidate for emerita/emeritus status shall have demonstrated meritorious accomplishment in the areas of librarianship, service, and research/scholarship/creativity throughout their entire career.

"Meritorious accomplishment" goes beyond meeting expected library faculty performance standards during the librarian's career at the University of Maryland. Rather, the candidate must present evidence of outstanding library faculty performance, along with achievements in service and research, scholarship and/or creativity that together demonstrate professional growth and significant contributions throughout their career. The contributions can be as diverse as faculty librarians' jobs and professional pursuits are, but must share distinction and excellence.

### *Applying for emerita/emeritus status*

Candidates for Emerita/Emeritus are encouraged to apply at the same time that they submit their retirement paperwork to campus human resources, although dossiers may be submitted at

any time prior to their last day of employment. The review is ordinarily conducted during the candidate's last semester of employment.

### *Dossier*

The dossier submitted by the candidate for emeritus status includes the following:

- [Transmittal form](#)
- A signed and dated Curriculum Vitae (CV) in a format conforming to the standards set forth in the section above for [Curriculum Vitae](#).
- A signed and dated position description, meeting the requirements set forth in the section above for [Current Position Description](#).
- A signed and dated Personal Statement describing the candidate's significant professional accomplishments in librarianship, service, and research, scholarship, and/or creativity, in a format conforming to the standards set forth in the section on the [Candidate's Personal Statement](#).
- Retirement documentation:
  - Letter of resignation and retirement or an approved retirement agreement
  - Memo from the Office of Employee Benefits confirming meeting with the candidate regarding retirement.

The dossier assembled by APPSC for submission to the eligible faculty includes:

- The materials submitted by the candidate.

### *Guidance*

A representative of APPSC will work with the candidate to provide pertinent information and to set deadlines for the preparation of the dossier.

### *Review Process*

After the candidate submits the dossier, APPSC schedules the discussion and vote of the eligible faculty, which normally takes place within 45 business days of the notice. If the submission occurs during the summer, the vote must take place no later than the 45<sup>th</sup> day of the fall semester.

The eligible faculty at or above the candidate's rank are entitled to vote on granting emerita/emeritus status; this includes the supervisor, because no separate supervisory assessment is provided. The Dean of Libraries may attend the meeting and have a voice, but they will not vote at the meeting and does not count in determining the quorum. The quorum is 75% of the eligible faculty, and fifty percent of those eligible faculty must vote in favor of the candidate's application for it to go forward. The vote of the eligible faculty shall be considered the recommendation of the faculty. The Dean shall submit their own separate recommendation.

APPSC shall prepare a written report, stating the eligible faculty's vote and recommendation on whether or not to award emeritus/emerita status and explaining the basis for the faculty's recommendation. This report will be submitted in writing to the Dean of Libraries, who will forward it to the Office of the Provost for review. If there is a minority dissenting view, those faculty may also submit a written statement to be included in the material sent forward to the next level of review.

Within two weeks of sending the recommendation to the Provost, the Dean of Libraries will inform the candidate by letter whether the recommendations made by the eligible faculty and Dean were positive or negative, reporting the number of faculty votes for and against, and summarize in general terms the nature of the considerations on which those recommendations were based. If the candidate has not received the result of the vote within this timeframe, they are entitled to appeal the action in the event of a negative decision in accordance with the campus appeals process.

An emeritus/emerita dossier shall go forward to the Provost if: 1) the Dean's recommendation is positive; and/or 2) the eligible faculty vote is fifty percent or higher in favor.

#### *Withdrawing an Application*

Candidates for Librarian Emerita/us may withdraw their applications at any time. If withdrawing their application, the candidate must notify the chair of the APPSC, who will then notify the Dean and the Provost's office as appropriate.

#### *Negative Decisions*

When both the eligible faculty and the Dean of Libraries make negative recommendations, the case will be forwarded to the Provost for a review to ensure that there was no violation of substantive or procedural due process. See [Negative Decisions](#) for further information. If there is disagreement between the eligible faculty and the Dean of Libraries, the dossier will proceed to the next level of review.

Candidates are not eligible to apply again following a negative decision, but can appeal negative decisions (See [Appeals Procedure](#)).

## Negative Decisions

**When both the eligible faculty and the Dean of Libraries make a negative recommendation on a dossier that is reviewed at the campus level:**

Within two weeks of the Dean's decision on the case, the Dean of Libraries must inform the candidate by letter sent by electronic and certified mail. The letter should state the library faculty

decision and the Dean's decision and summarize briefly in general terms the reason for the negative decision. The letter should include the results of the eligible library faculty vote.

The Libraries forward the case only to the Office of Faculty Affairs. The Associate Provost for Faculty Affairs will review the case to ensure that the candidate has received procedural and substantive due process. If not, the Associate Provost for Faculty Affairs will remand the case to the Libraries to reconsider. If no error has occurred, the Associate Provost must write a letter to the candidate, copying the Dean, (a) stating that the case has been reviewed to ascertain that there was no violation of substantive or procedural due process, and (b) where appropriate, specifying the date of termination of employment (APPS Policy Section V.B). The letter must be sent by electronic and certified mail. This concludes the review process of the case.

**If either the eligible faculty or the Dean of Libraries makes a positive recommendation on a dossier that is reviewed at the campus level:**

The case will proceed to the next level of review.

### *Appeals*

The policy and procedures for appeals are described in detail in "Section 6: Appeals Procedure," of the [APPS Policy](#).

## For Advisory Subcommittees (ASC)

The ASC shall elect a chair and that individual will serve as the liaison to APPSC.

The ASC has seven major responsibilities:

1. Compile and prioritize the list of external evaluators, including the list of evaluators recommended by the candidate
2. Write the Summary Statement of Professional Achievements
3. Compile the Reputation of Publication Outlets for research, scholarship, and/or creativity.
4. Provide a brief summary of credentials for all evaluators who provide assessments for the dossier
5. Write the Evaluative Report
6. Assemble the dossier for submission to APPSC and the eligible faculty
7. Discuss their evaluation and recommendation at the meeting of the eligible faculty

ASC members are encouraged to closely review the [APPS Fact Sheets](#) on ASC service. A checklist for ASC members is located in [Appendix B](#).

## 1. Compile and prioritize the list of external evaluators, including the list of evaluators recommended by the candidate

ASC members should read the [section on letters of evaluation provided for candidates](#), which provides detailed information on criteria for selecting evaluators. The ASC compiles its own list of at least six potential external evaluators independently, following the guidelines provided for candidates.

Whereas candidates will probably choose evaluators by reputation and their personal knowledge of their field, the ASC, whose members might not be conversant with the candidate's field, will probably have to rely on other evidence about the standing or suitability of their potential evaluators, such as online CVs or bios, publications, or evidence of professional activity on committees. ASCs might start with online staff directories of Big Ten Academic Alliance, peer institutions, or other comparable libraries and then look at committee records on the American Library Association or other professional organization websites. Note that some institutions have more than one status for librarians (i.e., some are considered staff, and some are considered faculty appointments). The 2018 list of academic librarian status is available at [Academic Librarian Status](#).

Apart from exceptional circumstances, evaluators should not have reviewed a dossier for promotion and/or permanent status for a UMD librarian in the last five years. APPSC maintains a list of such evaluators that it makes available to the ASC. If the ASC independently selects a potential evaluator also selected by the candidate, it can be counted as an ASC choice, but no more than two candidates can be so counted.

The ASC uses the [same form](#) for submitting names and information as the candidate. The ASC will rank the potential evaluators on both its own list and on the candidate's list, taking into account the rankings provided by the candidate on their list.

## 2. Write the Summary Statement of Professional Achievements

The ASC composes The Summary Statement of Professional Achievements, a factual summary of the candidate's accomplishments in each of the three criteria. The document covers the candidate's entire career and describes all notable accomplishments as described in the CV and Personal Statement; it must include dates. If a date is absent, ASCs should consult with the candidate for clarification. The purpose of this document is to ensure that the ASC and eligible faculty have correct and complete information about the candidate on which to base their evaluation. If a tenure delay has been granted, include the following language: "[Candidate name] has received an extension of the tenure clock per University of Maryland policy, which states that faculty members shall not be disadvantaged in promotion and tenure proceedings because they have elected to extend the time for tenure review in accordance with this policy." The Summary Statement is not sent to external evaluators.

The Summary Statement:

- Is a summary written by the ASC and not a "cut and paste" operation from the candidate's CV and personal statement;

- Should be approximately five pages in length;
- Uses a neutral voice without evaluation of the candidate's work;
- Does not include positions or achievements prior to the candidate's first professional appointment;
- Omits professional memberships;
- Summarizes the candidate's achievements in librarianship in the context of the responsibilities of the UMD Libraries;
- Describes the candidate's service to the UMD Libraries, the University, consortia and other regional groups, as well as national and/or international organizations;
- Places scholarly activities in the context of the field;
- Includes measures of impact and/or excellence as appropriate to the field and/or candidate's work (e.g., citation or download counts, reviews of scholarly works);
- Describes entrepreneurial activities if applicable.

The final draft of the Summary Statement goes to the candidate for review; they may make suggested changes to address any factual errors. The candidate and ASC work together to resolve outstanding issues. The candidate will sign and date the appraisal (or initial the applicable box on the signed Candidate Verification Page) before it is included in the dossier.

Format the document in this sequence, with accomplishments listed in reverse chronological order:

- Education
- Librarianship accomplishments
- Service record
- Research, Scholarship and Creativity

A sample Summary Statement is available in [Appendix E](#).

### 3. Compile the Reputation of Publication Outlets for research, scholarship, and/or creativity

The ASC compiles an appraisal of the reputations of the journals, presses, conferences, galleries, and other scholarly communications outlets where the candidate's research, scholarship and/or creative activity have appeared. Indicate whether peer review is required for each publication outlet. This is based on the entries in the [Reputation of Publication Outlets Clearinghouse](#), if available. Otherwise, the ASC should consult standard, stable, and credible methods of rating journals and should present these ratings and, when possible, the rate of acceptance to the journal or other medium. Include information about the two samples of scholarship, samples of scholarship in the supplementary documentation, scholarly outlets mentioned in the personal statement, other peer-reviewed outlets, and any additional outlets where the ASC believes that the candidate has made an impact. The candidate will sign and date the appraisal (or initial the applicable box on the signed Candidate Verification Page) before it is included in the dossier.

#### 4. Provide a brief summary of credentials for all evaluators who provide assessments for the dossier

The ASC will submit a document containing a one paragraph summary of the credentials of each external evaluator who provided an assessment. This summary shall contain the evaluator's institution, job title, rank, and a brief description of their accomplishments, including their area of expertise and research. External evaluators submit CVs and/or brief biographical statements along with their letters, which are drawn upon for these summaries. The ASC should also consult the summary of credentials provided by the candidate as applicable. Note that the brief summary of each individual's credentials should be evaluative in nature, rather than a "cut and paste" bio from an evaluator's website.

#### 5. Write the Evaluative Report

The ASC composes an evaluative report of the candidate's accomplishments and potential for future contributions, the ASC's recommendations and justification for them, and submits the report to the APPSC for review. The content is based on the candidate's dossier, including internal and external evaluations. The final report must be signed by at least one member of the ASC. For guidance on composing this report, see "[Elements of the Evaluative Report](#)" fact sheet.

Members of the ASC should try to reach consensus on the evaluative report and recommendation, but if all members cannot agree, the dissenting member can choose to (1) agree to the facts but call out any disagreement about the impact for any section of the group evaluative report, or (2) may submit their own minority report specifying differences from the group majority evaluative report submitted by the other members.

#### 6. Assemble the dossier for submission to APPSC and the eligible faculty

In addition to the materials submitted by the candidate, the dossier submitted by the ASC includes the following materials produced or assembled by the ASC: the Summary Statement (and the candidate's rejoinder if applicable), the Reputation of Publication Outlets, Credentials of Evaluators, the Evaluative Report, the letter log, and the letters of evaluation. The candidate's Transmittal Form can be used as a checklist to confirm that all relevant documentation has been received.

#### 7. Discusses their evaluation and recommendations at the meeting of the eligible faculty

All eligible faculty are required to read the ASC evaluation and recommendations before the meeting of eligible faculty. However, the ASC members should be prepared to discuss the ASC evaluation and recommendations and answer any questions posed to them during the meeting.



When speaking, ASC members ensure that their comments are clear, factual, and neutral interpretations of the candidate's achievements as they relate to the UMD Libraries' criteria for promotion and/or permanent status. It is recommended that the ASC in particular highlight any areas in which the committee's evaluation differed from external evaluators, supervisor assessments, or each other. The ASC does not act as an advocate for the candidate.

## For the Supervisor

Independent Evaluation of the Candidate (signed and dated)

The immediate supervisor, as long as they are a member of the eligible faculty, writes an independent evaluation of the candidate's achievements in all three criteria (librarianship, service, research/scholarship/creativity), addressing both strengths and weaknesses, and making a clear final recommendation supported by the reasons for it. Each criterion needs to be addressed separately.

If the supervisor is not a member of the eligible faculty, the next person in the organizational hierarchy who is part of the eligible faculty will write the assessment. If that is not possible, a qualified librarian identified by the Dean will write the assessment.

The supervisor will write the letter after all of the external letters of evaluation have been received, and the entire dossier to date will be made available to the supervisor. The assessment may refer to external evaluator letters, but does not include quotations from them. The supervisor must disclose any financial or substantial research collaboration (e.g., PI/Co-PI on current grants, recent or forthcoming co-authorship) with the candidate. The supervisor's recommendation counts as that individual's vote on the candidate. The supervisor may attend the eligible faculty discussion where they will have a voice but no vote.

## For the Appointment, Promotion, and Permanent Status Committee (APPSC)

**APPSC is responsible for:**

- Reviewing the UMD Libraries' Plan of Organization and policies governing the appointment, promotion, and permanent status of library faculty to ensure that sufficient and up-to-date procedural guidelines are in place.
- Monitoring changes in campus policies and procedures that may have an impact on appointment, promotion, and permanent status of library faculty.
- Reviewing these Guidelines and other APPSC procedural and guidance documentation on an annual basis and updating as needed.
- Providing expert review on proposed revisions to the [APPS Policy](#).
- Setting and publicizing an annual schedule for the conduct of reviews of library faculty eligible for promotion and/or permanent status.

- Holding briefing sessions regarding reappointment review, and promotion and/or permanent status on a semi-annual basis, which are open to everyone in the UMD Libraries.
- Orienting new librarians to APPS policies and procedures.
- Hosting quarterly forums to address issues pertinent to APPS processes and policies.
- Holding a debriefing meeting of the eligible faculty within two weeks after the annual discussion and vote meeting.
- Meeting with finalists for library faculty positions and providing the Dean of Libraries with a recommendation regarding appropriate rank for each candidate. This may include a recommendation for appointment with permanent status.
- Assembling the dossier of a candidate for appointment with permanent status and soliciting the letters from external evaluators.
- Monitoring the schedule of promotion dates for Librarian Is, and appointing a committee member as a liaison for each Librarian I in the year before the mandatory application date.
- Serving as the ASC and eligible faculty for Librarian I to Librarian II promotion applications. Note that APPSC members who are the candidate's supervisor or mentor will not participate in APPSC's responsibilities for such promotions.
- Initiating and monitoring the annual reappointment review process.
- Inspecting submitted dossiers for accuracy, completeness, and conformity to the Guidelines.
- Ensuring that appropriate mechanisms are in place to keep the process moving smoothly and on schedule.
- Appointing members of ASCs and naming an APPSC member as a liaison to the subcommittee. ASC members cannot include candidate's supervisor or mentor; members from PRCs are avoided.
- Monitoring the effectiveness of ASCs and appointing additional/substitute members if the need arises.
- Approving the recommended external evaluators from the list supplied by the ASC.
- Creating the letter template used to solicit external evaluators and sending it for review to the Office of Faculty Affairs.
- Soliciting assessments from external evaluators and from the immediate supervisor.
- Maintaining the letter log for each candidate and ensuring that a minimum of six external evaluations are received.
- Reviewing the ASC's Summary Statement and Evaluative Report.
- Updating the Reputation of Publication Outlets Clearinghouse
- Keeping all documents and information strictly confidential. (The names of the mandatory candidates and names of ASC members, however, need not be kept confidential.)
- Serving as a sounding board and a resource for the ASCs. APPSC will not provide an opinion nor commentary as the ASC evaluates a candidate's viability for promotion and/or permanent status.

- Finalizing the formatting and numbering of the dossier documents and releasing them for review by the eligible faculty at least one month before the eligible faculty meeting.
- Convening a meeting of eligible library faculty to discuss and vote on rank at appointment, promotions and permanent status and preparing a report of the meeting, including a record of the vote. (See APPSC's online shared workspace for the [Template of the Eligible Faculty Report](#).)
- Forwarding dossiers and the accompanying report of the discussion and vote of the library faculty to the Dean of Libraries.
- Reviewing the Dean's draft letter informing the candidate of the results of the eligible faculty vote for accuracy. Returning the letter with approval to the Dean of Libraries in a timely manner so the Dean may send it to the candidate.

The Office of the Dean of Libraries forwards the complete dossier, including the Dean's letter and the letter from the Dean to the candidate (in the cases of promotion to Librarian III or IV or permanent status), to the Associate Provost for Faculty Affairs. The dossiers for candidates for promotion from Librarian I to II will be retained in the Office of the Dean of Libraries.

## For the Eligible Faculty

The eligible faculty gathers to discuss and vote on our colleagues applying for promotion and/or permanent status. Eligible faculty are charged with the following:

- Please be prepared. Review the criteria for appointment or promotion to Librarian III and for permanent status, or for Librarian IV when appropriate, read the candidate dossiers, and come ready with your questions or comments.
- Confidentiality is a critical part of this process. Participants may not discuss the candidate dossiers, evaluator letters, or eligible faculty proceedings with anyone who does not attend the meeting. There is no time limit on the strictures of confidentiality for this process.
- There will be discussion of each criterion separately (librarianship; service; research, scholarship and/or creativity; and overall summary), and you must focus your comments on the particular criterion under discussion.
- Focus your comments on tangibles as much as possible – the UMD Libraries' criteria for promotion and/or permanent status, measures of impact, specific accomplishments, etc.
- Support your claims with evidence from the candidate dossiers, evaluator letters, and ASC evaluative reports whenever possible.
- Remember that we are individually evaluating candidates against the criteria, not against each other.
- Please help to keep the discussion on track and professional. Anyone present may bring up a point of order if the discussion is straying from relevance (i.e., assessments that are outside of the criteria for promotion and/or permanent status), relying on hearsay (i.e., unsubstantiated, secondhand information), violating confidentiality, etc.
- It is the responsibility of any faculty member who believes that a substantive or procedural violation has occurred in the meeting to raise an objection *at that time* and

ask for a resolution. There is no method of addressing objections raised after the meeting is adjourned.

### **Librarians at Priddy Library, Universities at Shady Grove**

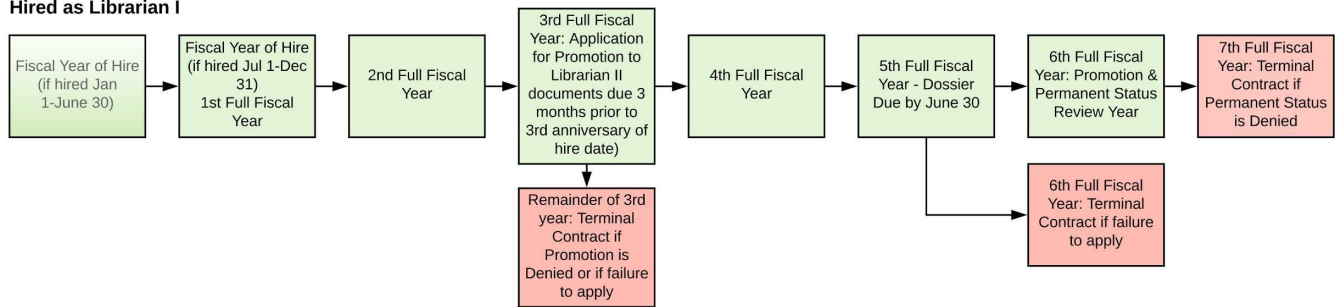
The permanent status home for candidates at Priddy Library is the University of Maryland Libraries. Therefore, the internal independent assessment is provided by the Director of the Priddy Library or from the Associate Dean of University Libraries, Research and Academic Services from the University Libraries. There will not be an independent assessment provided by any administrator from the Universities at Shady Grove who is external to the UMD Libraries.

# APPENDIX A:

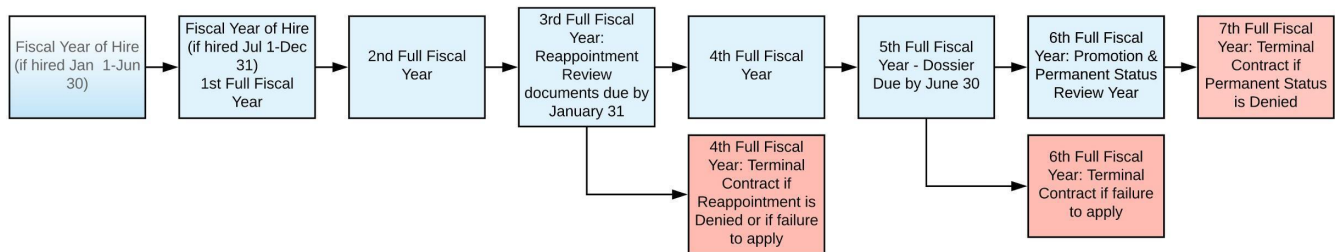
## Timelines for Promotion and/or Permanent Status

### Timelines for Promotion and Permanent Status University of Maryland Libraries Updated November 2018

#### Hired as Librarian I



#### Hired as Librarian II



#### Hired as Librarian III without Permanent Status



# APPENDIX B:

## ASC Checklist

When submitting the materials enumerated below, ASCs should submit separate PDFs. The dossier will be stored in the current shared workspace used by the UMD Libraries (as of 2019 that is Box). It is helpful if all personal statements, summary statements, evaluative reports have footers with pagination and the candidate's last name.

- Independently prepare a list of external evaluators who are qualified to comment on the candidate's achievements. This document is internal to the ASC.
- Rank the separate lists of external evaluators suggested by both the candidate and by the ASC; compile these recommendations and include the following information for each evaluator: name, title, affiliation, mailing address, phone number, and email address. Submit the combined list to APPSC (mid-July).
- Write the Summary Statement of Professional Achievements and submit to APPSC for review (mid-August). The candidate reviews the document before it is signed and dated by at least one member of the ASC.
- Prepare the Reputation of Publication Outlets and submit to APPSC for review (mid-August). The candidate reviews the document before it is signed and dated by at least one member of the ASC.
- Create the Credentials of External Evaluators. This document contains a paragraph about each evaluator whose letter is included in the completed dossier. Indicate the person's credentials, achievements, and standing in the discipline/profession. Submit to APPSC for review (mid-November); the final version is signed and dated by at least one member of the ASC.
- Carefully review and evaluate the candidate's accomplishments in librarianship, service, and scholarship and/or creativity.
- Write an Evaluative Report of the candidate's accomplishments and potential for future contributions, the committee's recommendation, and a justification for it. Submit the report to the APPSC for review (mid-November). The completed report must be signed and dated by at least one member of the ASC.
- Aside from the documents shared with the candidate, keep all of the above documents and information strictly confidential.

IMPORTANT NOTE: ASC members are encouraged to contact their APPSC liaison or consult the current [APPS Processes Calendar](#) for exact dates.

## APPENDIX C:

### APPSC Administrative Assistant Checklist

In lieu of providing a specific checklist in this document, APPSC will provide separate instructions to the assigned Administrative Assistant, which will be updated annually.

Potential tasks may include soliciting external letters of evaluation, sending out dossier documentation, and following up on requests.

## APPENDIX D:

### Dossier Checklist (for Librarian III or Librarian IV dossiers)

- Transmittal Form  
Supplied by candidate, using the latest version available on the APPSC Libi page.  
Updated by APPSC  
Updated by Dean or designate
- Candidate Verification Page  
Supplied to candidate by APPSC  
Initialed, signed and dated by candidate  
The initials/dates on the form reflect the final review/approval date of each document by the candidate, in lieu of signing the actual documents.
- Curriculum Vitae  
Supplied by candidate; signed and dated  
Shared with external evaluators
- CV Addendum (Optional)  
Supplied by candidate; signed and dated  
APPSC will accept a CV addendum through early January  
Not shared with external evaluators
- Current Position Description  
Version on file in Library Human Resources supplied by candidate; signed and dated  
Shared with external evaluators
- Reputation of Publication Outlets  
Supplied by ASC; signed and dated by at least one ASC member  
Receipt of final version acknowledged on Candidate Verification Page
- Personal Statement  
Supplied by candidate; signed and dated  
Shared with external evaluators
- Optional COVID Impact Statement  
Supplied by candidate; signed and dated  
Not shared with external evaluators
- Summary Statement of Professional Achievements  
Supplied by ASC in consultation with the candidate and APPSC; signed and dated by at least one ASC member  
Receipt of final version acknowledged on Candidate Verification Page
- Optional Rejoinder from Candidate  
Supplied by candidate; signed and dated  
Addresses the candidate's disagreement with the content of the Summary Statement and/or Reputation of Publication Outlets, including clarification of inaccuracies; prepared after those two documents are signed by the ASC



- Promotion Criteria  
Supplied by APPSC; shared with external evaluators  
Receipt of acknowledged on Candidate Verification Page
- Timeline of COVID-19 Campus and University Libraries Actions  
Supplied by APPSC; shared with external evaluators  
Receipt of acknowledged on Candidate Verification Page
- Unit Field Impact Statement [COVID-19]  
Supplied by APPSC; not shared with external evaluators  
Receipt of acknowledged on Candidate Verification Page
- Supervisor's Letter  
Supplied by supervisor
- Advisory Subcommittee Evaluative Report  
Supplied by ASC; signed and dated by at least one ASC member
- Optional Minority Report  
Supplied by dissenting faculty
- Report from Eligible Faculty Meeting  
Supplied by APPSC; author identified
- Dean's Letter  
Supplied by Dean
- Credentials of External Evaluators  
Supplied by ASC; does not need to be signed and dated
- Responses from External Evaluators  
Supplied by external evaluators  
Placed in dossier by APPSC Administrative Assistant
- Candidate Notification from Dean  
Supplied by Dean
- Letter Log of Evaluation Requests  
Supplied by APPSC Administrative Assistant
- Sample Message Requesting Evaluation  
Supplied by APPSC  
Receipt acknowledged on Candidate Verification Page
- Sample Message Requesting Availability  
Receipt acknowledged on Candidate Verification Page
- Declines from Evaluators  
Only from those who first agreed to write and then declined  
Supplied by external evaluators  
Placed in dossier by APPSC Administrative Assistant
- Two Scholarship/Creativity Examples  
Supplied by candidate  
Shared with external evaluators

# APPENDIX E:

## SAMPLE – Summary Statement of Professional Achievements

### SUMMARY STATEMENT OF PROFESSIONAL ACHIEVEMENTS FOR MARIAN BIBLIOTEC

#### LIBRARIANSHIP

Marian Bibliotec received her MLS from the School of Information and Library Science, University of North Carolina at Chapel Hill University in 2005. She earned her B.A. in sociology at the University of Pennsylvania in 2001. She has held professional positions at the University of North Carolina at Wilmington (2005-2010), the University of Virginia (2010-2013); Johns Hopkins University (2013-August 2015), and the University of Maryland, College Park, Libraries (September 2015-present). She has taken several courses through Library Juice Academy, including Primary Source Pedagogy (2020), and Critical Information Literacy (2021).

Since joining the UMD Libraries in September 2015, Ms. Bibliotec serves as liaison to the College of Education and provides general reference and instruction services to four departments. She has created six Web-based tutorials and five subject guides for her area of responsibility. In addition, she instituted weekly on-site reference and research consultation for graduate students at the College of Education. With several of her colleagues, she authored Working Paper #5: "Establishing a Self-Managing Social Sciences and Allied Professions Team."

Prior to her service at the UMD Libraries, Ms. Bibliotec served as Resource Services Librarian for History, Sociology and Political Science Departments at the Milton Eisenhower Library, Johns Hopkins University, from 2013 to August 2015. She provided instruction in research methods to undergraduates, graduates, and post-graduates, and had oversight for the development of the collections for history, sociology, and political science. She provided research consultations and library orientation tours to new faculty, graduates, and undergraduates. She also wrote, edited and/or revised a set of basic research guides and finding aids to the collections.

From 2010 to 2013, Ms. Bibliotec served as Collections and Subject Services Librarian at the Alderman Library, University of Virginia. She provided reference assistance, selected materials for the collection, was the liaison to the Department of Sociology, and provided instruction in use of the library. In addition, she participated in the development of policies and procedures for Alderman Library.

Ms. Bibliotec began her professional career at the University of North Carolina at Wilmington in 2005. As a Reference and Instruction Librarian at Randall Library, she provided reference, instructional, and outreach services as well as training and orientation for students, faculty, and library staff.

Throughout her career, Ms. Bibliotec has taken advantage of opportunities for continuing

education and professional enhancement. She has attended conferences, meetings, and symposia sponsored by the North Carolina Library Association, the Maryland Library Association, ALA, and ACRL. She has participated in the Staff Learning and Development programs at the University of Maryland Libraries.

## **SERVICE**

### **Service to the Libraries**

At the University of Maryland, Ms. Bibliotec has served on a number of library committees including but not limited to: the Instruction Council (2015-present), the Safety & Security Committee (2016-2017), and the Copyright Discussion Group (2019-present). She chaired the Search Committee for the Visual Communication and Outreach Librarian (2018) and represented the Libraries on the Search Committee for Chair of the Department of Counseling, Higher Education, and Special Education of the UMD's College of Education (2018). In 2017, she was elected to a two-year term on the Nominations, Elections & Voting Procedures Committee of the Library Assembly.

### **Service to the University**

At the University of Maryland, Ms. Bibliotec has participated in a variety of programs that support collaboration and education. These include but are not limited to participating in "First Look Fair," a program for new students, mentoring graduate students in the College of Education, and working with Montgomery Blair and Eleanor Roosevelt high school students. In 2016, she served as Moderator for the "Undergraduate Research Day." She served on the campus-wide committee for Maryland Day 2018.

At Johns Hopkins University and the University of Virginia she served on planning committees and sociology and other subject collection development committees. In addition, at the University of Virginia, she was appointed to the Libraries Committee of the Faculty Senate and, while at Johns Hopkins University, was a panel moderator for "Improving Our Schools" a 2014 conference that explored strategies to improve K-12 education in Maryland.

At the University of North Carolina at Wilmington, in addition to serving on library committees, she served as a member of Randall Library's Intellectual Freedom Committee (2008-2010) and on the organizing committee for the state-wide conference on intellectual freedom held in 2007. She also participated in programs for students applying to UNCW and helped design programs for first-year students.

### **Service to the Profession**

From 2005 to the present, Ms. Bibliotec has been a member of the American Library Association and of the Association of College and Research Libraries (ACRL). Since 2010, she has been a member of the member of the Education and Behavioral Sciences Section (EBSS) of ACRL and EBSS's Higher Education Committee. From 2007 to 2012, she held membership in Anthropology and Sociology Section of ACRL and served on the section's Bibliography and Publications Committees, in both of which she held leadership positions. Regional professional affiliations include the Maryland Library Association and its College and Research Libraries Division, 2013 to the present; the Virginia Library Association (VLA) and its Academic Library Section, 2010 to 2013; and the North Carolina Library Association (NCLA) and its College and

University Section, 2005 to 2010. While a member of the VLA, she served as chair of the VLA/SIRS Intellectual Freedom Award in 2011, as a member of the Nominating committee in 2012, and as chair of the Conference Committee in 2013. In 2006-2007, she served as the Secretary-Treasurer of the College and University Section of the NCLA.

## **RESEARCH, SCHOLARSHIP, AND/OR CREATIVITY**

Ms. Bibliotec has published two articles in *Behavioral & Social Sciences Librarian*, a refereed journal: "The Beginner's Guide to Internet Resources in Sociology," *Behavioral & Social Sciences Librarian* 14, no 1 (2010): 29-42 (cited 5 times per Google Scholar); and, with Joseph Lerner, "Web Tutorials for Education Students: A Practical Alternative to Traditional Library Instruction--Basic Issues and Concerns," *Behavioral & Social Sciences Librarian* 18, no. 2 (2017): 17-25 (downloaded 25 times from DRUM as of August 2020).

During her professional career, Ms. Bibliotec has presented papers as a panelist at national and regional professional meetings and conferences: "Advocacy for Librarians in Higher Education," paper presented on an Educational and Behavioral Sciences Section panel at the annual meeting of ACRL, Boston, MA, December 1-3, 2017; "Sociology and Computers: Toward the Year 2020," paper presented on an Anthropology & Sociology Section panel at the annual meeting of ACRL, New York, NY, December 3-6, 2015. Her service on panels organized by sections of regional professional library conferences includes: Academic Library Section, Virginia Library Association, 2011 and 2012; College and University Section, North Carolina Library Association, 2009 and 2010. From 2013 to 2015, she was co-editor of *ANSS Currents*, the newsletter of the ACRL Anthropology & Sociology Section.

Submitted by the Advisory Subcommittee:

Jane Black, Eugene Collins, and Richard C. Blaine, Chair: \_\_\_\_\_

Date: \_\_\_\_\_

# APPENDIX F:

## SAMPLE – Credentials of Evaluators

### TEMPLATE

#### Credentials of Evaluators

[list entries in the same order as the letters appear in the dossier]

**[NAME]**

**Position title:**

**Institution Name:**

**Faculty Status:**

**Rank:**

**email:**

[1-2 paragraph summary]

**Relationship of evaluator to applicant:**

**ASC choice [or Candidate choice, as applicable]**

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*EXAMPLES, based on no one in particular*

#### Credentials of Evaluators for [candidate name]

#### **JANE AUSTEN**

**Position title:** Social Sciences/Government Documents Librarian

**Institution Name:** University of Arizona Libraries

**Faculty Status:** Yes, with status similar to tenure

**Rank:** Full Librarian

**email:** [jausten@arizona.edu](mailto:jausten@arizona.edu)

Jane Austen is a full librarian and member of the Social Sciences Team at the University of Arizona Libraries (an ARL library). She is the subject liaison to the Political Science and Public Administration & Public Policy departments and subject selector in law, Arizona state and local documents, United States federal, international, and European Union resources. She has written numerous articles and given presentations at state and national conferences on government documents and services. Ms. Austen has a B.A. in Political Science from the

University of Hawaii (1989), an M.A in Public Administration from New York University (1991), and an M.L.S. from Columbia University (1997).

**Relationship of evaluator to applicant:** None.

**ASC choice**

[etc.]

**HARRY POTTER, PhD**

**Position title:** Associate Dean for Public Services

**Institution Name:** University of Michigan

**Faculty Status:** No

**Rank:** Librarian (highest rank)

**email:** [hpotter@umich.edu](mailto:hpotter@umich.edu)

Harry Potter is the Associate Dean for Public Services at the University of Michigan (an ARL library). Dr. Potter is the author of two books on providing reference services in academic libraries, numerous peer-reviewed articles, and is often invited to speak at national and regional library meetings and conferences. He is a past chair of ACRL's University Libraries Section and is currently the vice-chair of ALA's Reference and User Services Association (RUSA).

Dr. Potter has a Ph.D. in Library and Information Studies from Syracuse University (2009), an M.L.S. from the University of Pittsburgh (2003), and a B.A. in Sociology from Duke University (1999). Librarians at the University of Michigan have the expectation of professional development, service, and scholarly and creative activities.

**Relationship of evaluator to applicant:** Served with the candidate in the ACRL University Libraries Section.

**Candidate choice**

[etc.]

Submitted by the Advisory Subcommittee:

Jane Black, Eugene Collins, and Richard C. Blaine, Chair: \_\_\_\_\_

Date: \_\_\_\_\_

# APPENDIX G:

## SAMPLE – Letter Log

*EXAMPLES, based on no one in particular*

UNIT'S CHOICE		DATES		
EVALUATOR / AFFILIATION		DATE OF INITIAL CONTACT	AVAILABLE, UNAVAILABLE, NO RESPONSE	DATE RECEIVED OR ENTER "NO RESPONSE"
Jane Austen Social Sciences/Government Documents Librarian University of Arizona Libraries		7/15/19	available	7/21/19
John Brown Head of Reference University of North Carolina at Chapel Hill		7/19/19	unavailable	
Pat Smith Social Sciences Librarian University of Kansas		7/15/19	available	7/16/19
[etc.]				No response

CANDIDATE'S CHOICE		DATES		
EVALUATOR / AFFILIATION		DATE OF INITIAL CONTACT	AVAILABLE, UNAVAILABLE, NO RESPONSE	DATE RECEIVED OR ENTER "NO RESPONSE"
Jane Doe Head of Nutrition Library Pennsylvania State University		7/15/19	unavailable	
Bill Jones Head of User Education University of Kentucky		7/15/19	available	7/23/19
Harry Potter, PhD Associate Dean for Public Services University of Michigan		7/15/19	available	7/25/19
[etc.]				9/4/19

## APPENDIX H:

### Rubric for Rank at Appointment

This rubric represents the minimum requirements to be appointed at each rank and level and is derived from the above Guidelines.

\*denotes criteria phrased as "should," "typically," or "normally".

The education requirements are the same for all ranks:

Master's degree from an American Library Association (ALA) accredited program (or a program recognized by ALA), or a graduate degree in another field where appropriate.

<b>Rank</b>	<b>Professional knowledge &amp; skills</b>	<b>Mentorship</b>	<b>Supervision (if applicable)</b>	<b>Service</b>	<b>Research, Scholarship, and Creativity</b>	<b>Notes</b>
<b>Librarian I (Instructor)</b>  Professional experience: 0-3 years	Understands the basic tenets of librarianship and demonstrates potential for professional growth.	No requirements.	No requirements.	No requirements.	No requirements.	



<b>Rank</b>	<b>Professional knowledge &amp; skills</b>	<b>Mentorship</b>	<b>Supervision (if applicable)</b>	<b>Service</b>	<b>Research, Scholarship, and Creativity</b>	<b>Notes</b>
<b>Librarian II (Assistant Professor)</b>  Professional experience: Normally a minimum of 3 years*	Has developed as a professional, evidenced by: (1) superior performance of assigned responsibilities, and if applicable, development of specialized work responsibilities of value to UMD Libraries; and (2) participation in the collaborative work of the UMD Libraries.	No requirements.	Has demonstrated leadership by developing the talents of their direct and indirect reports while giving both appropriate direction and autonomy, engaging employees in decision making, creating an environment of open communication, and excelling in vision, execution, and problem-solving.	Has served on library committees and/or membership in professional associations.	Has identified a scholarly or creative project or projects of interest and has undertaken preliminary work.*	

<b>Rank</b>	<b>Professional knowledge &amp; skills</b>	<b>Mentorship</b>	<b>Supervision (if applicable)</b>	<b>Service</b>	<b>Research, Scholarship, and Creativity</b>	<b>Notes</b>
<b>Librarian III without Permanent Status (Associate Professor without Tenure)</b>  Professional experience: Normally minimum of 6 years, with at least 3 at level comparable to the rank of Librarian II at UMD.*	Has mastered the skills, knowledge, and techniques of librarianship and made meaningful contributions to the UMD Libraries, University, and library profession or an academic discipline, evidenced by: (1) high level of competence in a specialized area; and/or (2) reputation as an internal expert or resource in assigned area of work. Shows promise of continued productivity in librarianship.	Has mentored and/or provided professional development activities for direct reports (as Librarianship) or for colleagues (as Service).	Has demonstrated leadership by developing the talents of their direct and indirect reports while giving both appropriate direction and autonomy, engaging employees in decision making, creating an environment of open communication, and excelling in vision, execution, and problem-solving.	Has served on library committees and/or membership in professional associations, but may lack leadership on library campus, professional, or scholarly committee. Shows promise of continued productivity in service.	Has pursued scholarly or research projects and shown evidence of scholarly promise through scholarly activity, but may not yet have produced two strong samples of scholarship including at least one book (sole or co-authored); book chapter (sole or co-authored); article in refereed journals (sole or co-authored); gallery exhibition (sole or co-curated); or code/software. Shows promise of continued productivity in research, scholarship, and/or creativity.	Candidates appointed at the rank of Librarian III w/o PS meet standards for Librarian III, but may lack distinction in one of the areas, such as librarianship, service, or scholarship. Candidates appointed at this rank should show evidence of their ability to meet expectations for permanent status by the mandatory date for applying for permanent status which is typically 2 to 3 years. Abbreviated appointment dossier required. Appointment approved by Provost and President.

<b>Rank</b>	<b>Professional knowledge &amp; skills</b>	<b>Mentorship</b>	<b>Supervision (if applicable)</b>	<b>Service</b>	<b>Research, Scholarship, and Creativity</b>	<b>Notes</b>
<b>Librarian III with Permanent Status (Associate Professor with Tenure)</b>  Professional experience: Normally minimum of 6 years, with at least 3 at level comparable to the rank of Librarian II at UMD.*	Has mastered the skills, knowledge, and techniques of librarianship and made meaningful contributions to the UMD Libraries, University, and library profession or an academic discipline, evidenced by: (1) high level of competence in a specialized area; and/or (2) reputation as an internal expert or resource in assigned area of work. Shows promise of continued productivity in librarianship.	Has mentored and/or provided professional development activities for direct reports (as Librarianship) or for colleagues (as Service).	Has demonstrated leadership by developing the talents of their direct and indirect reports while giving both appropriate direction and autonomy, engaging employees in decision making, creating an environment of open communication, and excelling in vision, execution, and problem-solving.	Has provided leadership in a library, campus, professional, or scholarly committee or completed other activities as specified in the APPS Policy. Shows promise of continued productivity in service.	Has produced a minimum of two strong samples of scholarship, along with a diversity of other scholarly activity. (See Figure 1 above). At least one sample should be: book (sole or co-authored); book chapter (sole or co-authored); article in refereed journals (sole or co-authored); gallery exhibition (sole or co-curated); or code/software. Shows promise of continued productivity in research, scholarship, and/or creative works.	Appointment dossier required, along with 2/3 positive vote of eligible faculty. Appointment approved by Provost and President.

<b>Rank</b>	<b>Professional knowledge &amp; skills</b>	<b>Mentorship</b>	<b>Supervision (if applicable)</b>	<b>Service</b>	<b>Research, Scholarship, and Creativity</b>	<b>Notes</b>
<b>Librarian IV with Permanent Status (Full Professor with Tenure)</b>  Professional experience: Normally minimum of 9 years, with at least 3 at a level comparable to the rank of Librarian III at UMD. Normally, such candidates have earned the equivalent of permanent status and hold a comparable rank at a peer institution.*	Demonstrated superior performance at the highest level of specialized work and professional responsibility. Demonstrates promise of continued productivity in librarianship.	Has mentored and/or provided professional development activities for direct reports (as Librarianship or for colleagues (as Service)).	Has demonstrated leadership by developing the talents of their direct and indirect reports while giving both appropriate direction and autonomy, engaging employees in decision making, creating an environment of open communication, and excelling in vision, execution, and problem-solving.	Successfully held leadership roles multiple arenas (e.g., in the UMD Libraries, on campus, at the regional, state, national and/or international levels), leading the attainment of recognition in those arenas. Demonstrates promise of continued valuable contributions in service.	Established an ongoing record of noteworthy scholarly and creative activity that demonstrates both high quality and an impact on the field in general.	Expected rank/status for Dean and often for Associate Deans. Appointment dossier required, along with 2/3 positive vote of eligible faculty. Appointment approved by Provost and President.

## APPENDIX I:

### Dossier Document Contents

Document	LII promotion	LIII promotion and/or p.s., & LIV promotion	LIII appointment w/o p.s.	LIII or LIV appointment with p.s.	Emerita/us
Transmittal Form	✓	✓	✓	✓	✓
Candidate Verification Page	✓	✓			
Curriculum Vitae	✓	✓	✓	✓	✓
Current Position Description	✓	✓	✓		✓
Reputation of Publication Outlets	✓	✓		✓	
Personal Statement	✓	✓			✓
Optional COVID Impact Statement	✓	✓			
Summary Statement of Professional Achievements	✓	✓			
Optional Rejoinder from Candidate	✓	✓			
Promotion Criteria	✓	✓		✓	
Supervisor's Letter	✓	✓			
Advisory Subcommittee Evaluative Report	✓ <sup>5</sup>	✓		✓ <sup>5</sup>	
Optional Minority Report	✓	✓			
Report from Eligible Faculty Meeting		✓		✓	✓
Dean's Letter	✓	✓	✓	✓	✓
Credentials of External Evaluators		✓		✓	
Responses from External Evaluators		✓	✓	✓	
Candidate Notification from Dean		✓			
Letter Log of Evaluation Requests		✓		✓	
Sample Message Requesting Evaluation		✓		✓	
Sample Message Requesting Availability		✓		✓	
Declines from Evaluators		✓			
Two Scholarship/Creativity Examples		✓		✓	
Retirement Documentation					✓

<sup>5</sup> APPSC serves as the Advisory Subcommittee.