

UNIVERSITY OF DELAWARE
LIBRARY, MUSEUMS & PRESS

RANK AND PROMOTION SYSTEM

UNIVERSITY OF DELAWARE LIBRARY, MUSEUMS & PRESS NEWARK, DELAWARE 19717-5267

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INTRODUCTION

Professional librarians and museum curators holding continuing appointment within the University of Delaware Library, Museums & Press hold one of four ranks, assigned to reflect and express the professional status and accomplishments of an individual, rather than the administrative nature or level of the individual's immediate position or responsibilities.

The assignment of rank to the individual rather than to the position affirms the principle that both librarianship and museum curation are established professions within the academic community. The University of Delaware Library, Museums & Press Rank and Promotion System is committed to the rewards of professional achievement, recognizing that:

- Librarianship is a complex field in which a wide variety of skills, talents, and specialties (e.g. archiving, cataloging, digital scholarship, reference, data curation, preservation) are valued and that the quality of the Library, Museums & Press's contribution to the institutional goals of the University is enhanced by the professional excellence of all individual librarians.
- Museum curators have a unique mission to teach and train succeeding generations of students, to support research and cross-cultural understanding, and to serve as a connection between the Library, Museums & Press, University community, and the public through object-based research and teaching.

The titles assigned to the four ranks, and the criteria by which accomplishment is to be measured and rewarded within each rank, confirm the unique status of librarianship and curatorial work within the academic professions as distinct, with their own values and concerns and their own appropriate areas of activity. The initial rank upon appointment is determined by the criteria established for each rank and by the individual's status and achievements prior to appointment at the University of Delaware. Candidates seeking promotion to a higher rank must submit a dossier that provides evidence of their accomplishments. Supplemented by letters of reference, the dossier is the basis of promotion decisions. Preparation of the dossier and promotion within the system is guided by policies and procedures set forth in this document.

The maintenance of standards and recognition of achievement are the responsibility and privilege of these professions as a whole and are shared by their members. To provide the librarians and museum curators of the University of Delaware the opportunity to discharge this responsibility, peer evaluation is one element of the promotion procedure. Although final authority within the Library, Museums & Press for appointment and promotion decisions rests with the Vice Provost for Libraries and Museums, a committee of peers helps to keep the evaluation process consistent, systematic, broad-based and fair.

The term "peer group" refers to all librarians and museum curators assigned a professional rank at the University of Delaware Library, Museums & Press except the Vice Provost for Libraries and Museums, Assistant Directors and Affiliate Librarians/Affiliate Curators. This peer group is eligible for promotion through the University of Delaware Library, Museums & Press Rank and Promotion System.

To ensure that committee members have adequate professional expertise, only peers from the top three ranks may serve on the Promotion Committee and the Appeals Committee. In addition, each committee member must have held their current rank at the University of Delaware for at least twelve months prior to being placed on the ballot or being appointed to the Promotion Committee or the Appeals Committee.

SECTION I: RANKS

ASSISTANT LIBRARIAN / ASSISTANT CURATOR

Appointment

For initial appointment to the rank of Assistant Librarian/Assistant Curator, the candidate must meet the requirements of a professional librarian or museum curator. These will normally include a graduate library degree from a program accredited by the American Library Association (ALA) and/or relevant specialist graduate degree, references, academic qualifications, technical certification and other characteristics which indicate potential for success in librarianship or museum curation. This rank designates the beginning level of librarianship or museum curation assigned to individuals who have three or fewer years of professional experience in research or academic librarianship or museum curation.

Term of Appointment

Appointment at the level of Assistant Librarian/Assistant Curator will not be continued beyond three years, and any Assistant Librarian/Assistant Curator who fails to qualify for promotion to Senior Assistant Librarian/Senior Assistant Curator after three years will receive a terminal contract for the fourth year in rank.

Individuals holding continuing appointment within the University of Delaware Library, Museums & Press at the rank of Assistant Librarian/Assistant Curator, but whose employment status is less-than-full time, are governed by the criteria and procedures outlined in the University of Delaware Library, Museums & Press Rank and Promotion System Document. Such individuals may request an extension of their allowed service time in rank subject to the provisions outlined in Appendix VI: Extension of Time in Rank.

SENIOR ASSISTANT LIBRARIAN / SENIOR ASSISTANT CURATOR

Appointment

Initial appointment to the rank of Senior Assistant Librarian/Senior Assistant Curator is based upon a candidate's record of successful performance and demonstrated promise of productive professional activity in the future. Candidates for appointment at the rank of Senior Assistant Librarian/Senior Assistant Curator normally will have earned a graduate library degree from an ALA-accredited program and/or relevant specialist graduate degree, references, academic qualifications, technical certification and have had previous professional experience in a library or museum in a research or academic institution.

Promotion

For promotion from Assistant Librarian/Assistant Curator to Senior Assistant Librarian/Senior Assistant Curator, excellence in job performance is the single most important factor to be considered. The individual must also demonstrate potential for development and achievements through contributions and accomplishments in other areas as described here. Assistant Librarians/Assistant Curators cannot apply for promotion unless they have been in their current rank since July 1 of the previous year.

Term of Appointment

A Senior Assistant Librarian/Senior Assistant Curator must be reviewed and promoted by the end of the fifth year in rank. A Senior Assistant Librarian/Senior Assistant Curator who fails to qualify for promotion by the end of the fifth year in rank will receive a terminal contract for the sixth year in rank.

Individuals holding continuing appointment within the University of Delaware Library, Museums & Press at the rank of Senior Assistant Librarian/Senior Assistant Curator, but whose employment status is less-than full time, are governed by the criteria and procedures outlined in the University of Delaware Library, Museums & Press Rank and Promotion System Document. Such individuals may request an extension of their allowed service time in rank subject to the provisions outlined in Appendix VI: Extension of Time in Rank.

ASSOCIATE LIBRARIAN / ASSOCIATE CURATOR

Appointment

Initial appointment to the rank of Associate Librarian/Associate Curator requires a documented record of excellent job performance, evidence of achievement in the areas of professional development activities and accomplishments in one or more of the following areas: research, academic or creative activities. Appointment also requires contributions in one or more of the following categories: Library, Museums & Press, University or community service. Areas of emphasis and focus may have varied throughout the years. Candidates for appointment at the rank of Associate Librarian/Associate Curator normally will have earned a graduate library degree from an

ALA-accredited program and/or relevant specialist graduate degree, references, academic qualifications, technical certification and have had appropriate professional experience.

Promotion

For promotion to the rank of Associate Librarian/Associate Curator excellence in job performance remains the most important factor, but the other criteria described here are given increasing weight. Promotion to the rank of Associate Librarian/Associate Curator indicates that the individual has mastered the skills and techniques of librarianship or museum curation and has a sustained record of excellence in job performance. Promotion to this rank requires evidence of continued intellectual growth and/or increasing reputation in the profession through participation, contribution and leadership in professional development activities as well as meaningful professional contributions and accomplishments in one or more of the following areas: research, academic or creative activities. In addition, promotion requires contributions in one or more of the following categories: Library, Museums & Press, University or community service. Areas of emphasis and focus may vary throughout the years.

Senior Assistant Librarians/Senior Assistant Curators cannot apply for promotion unless they have been in their current rank since July 1 of the previous year.

Term of Appointment

The rank of Associate Librarian/Associate Curators is the principal professional and career rank.

LIBRARIAN / CURATOR

Appointment

Initial appointment to the rank of Librarian/Curator requires outstanding contributions in previous positions. Candidates for appointment at the rank of Librarian/Curator normally will have earned a graduate library degree from an ALA-accredited program and/or relevant specialist graduate degree, references, academic qualifications, technical certification. Candidates must also have demonstrated experience in positions of increasing responsibility or advanced knowledge and skill in their area of expertise. Appointment at the rank of Librarian/Curator requires a pattern of significant contributions in professional activities and accomplishments in one or more of the following areas: research, academic or creative activities. In addition, appointment requires contributions in one or more of the following categories: Library, Museums & Press, University, or community service. Areas of emphasis and focus may have varied throughout the years.

Promotion

Promotion to the rank of Librarian/Curator requires a sustained record of excellence in job performance. Promotion to this rank acknowledges outstanding performance in positions of increasing responsibility or advanced knowledge and skill in the candidate's area of expertise. Promotion requires a pattern of significant contribution and leadership in professional development activities as well as accomplishments in one or more of the following areas: research, academic or creative activities.

Promotion also requires contributions in one or more of the following categories: Library, Museums & Press, University, or community service. Areas of emphasis and focus may vary throughout the years. Associate Librarians/Associate Curators cannot apply for promotion unless they have been in their current rank since July 1 of the previous year.

Term Of Appointment

The rank of Librarian/Curator is the highest professional and career rank.

AFFILIATE LIBRARIAN / AFFILIATE CURATOR

Appointment

Librarians/Curators holding temporary non-continuing appointment are appointed at the rank of Affiliate Assistant Librarian/Affiliate Assistant Curator, Affiliate Senior Assistant Librarian/Affiliate Senior Assistant Curator, Affiliate Associate Librarian/Affiliate Associate Curator or Affiliate Librarian/Affiliate Curator. For initial appointment to the affiliate ranks, a candidate must meet the requirements appropriate to the position to be filled. These normally include an earned graduate library degree from an ALA accredited program, and/or relevant specialist graduate degree, references, academic qualifications, and technical certification.

Term of Appointment

Appointment to the rank of Affiliate Librarian/Affiliate Curator is by one-year term appointment, and may be renewable indefinitely. Librarians/Curators holding the rank of Affiliate Librarian/Affiliate Curator who successfully apply for regular appointment will be appointed to an appropriate rank as determined by the Vice Provost for Libraries and Museums based on the University of Delaware Library, Museums & Press Rank and Promotion System.

Relation to Rank and Promotion System

Affiliate Librarians/Affiliate Curators are not eligible for promotion through the University of Delaware Library, Museums & Press Rank and Promotion System. Librarians/Curators who move directly from an affiliate appointment to a regular appointment at the University of Delaware Library, Museums & Press may include their activities and achievements at the affiliate rank in their evaluation period for promotion to the next rank.

SECTION II: CRITERIA

Like the titles recommended for the four ranks, the criteria established as the measure of the individual's contribution to the institution and to the profession are uniquely appropriate to librarianship and curatorial work. The criteria enumerated and discussed below reflect the duties and responsibilities of the professional librarian or museum curator and attempt to define meaningful areas in which the librarian or museum curator can and should strive for excellence.

The general criteria for promotion in rank comprise four categories:

1. Quality of performance in the area of the candidate's primary job responsibilities;
2. Professional development activity outside the Library, Museums & Press;
3. Accomplishments in one or more of the following areas: research, academic achievement or creative activity;
4. Participation in one or more of the following categories: Library, Museums & Press, University or community service.

The criteria are not of equal significance, and the degree of importance given to any one of them may vary from one candidate to another based on the candidate's job responsibilities and other activities both inside the Library, Museums & Press and beyond.

It is the intent of the system to foster the professional development of the individual through external activities, including participation in professional organizations, research and publication, the pursuit of advanced degrees and similar activities, but such activities should not be done at the expense of fulfilling responsibilities to the University of Delaware Library, Museums & Press. Although talents, inclinations and specialties of individuals and demands of positions may vary, excellence in job performance is the single most important criterion which must be met for any promotion.

Advancement in rank is not automatic upon accumulation of years of experience, but is based on appraisal of the performance of each individual. The following specific criteria describe the fundamental factors considered in making recommendations for promotions in rank. They apply to all levels of rank, although expectations of growth and accomplishment increase at each level.

CRITERION 1: JOB PERFORMANCE

A high quality of performance in the area of the candidate's assigned responsibility is the most important and essential criterion for promotion in rank. Performance is defined as the fulfillment of the responsibilities of the requirements of that assignment, recognizing that the primary assignment itself may change and evolve. The ability to carry out competently and independently the full range of functions pertaining to the candidate's particular assignment must be demonstrated. In addition, certain characteristics are common to the evaluation of the job performance of every candidate at each rank. Factors to be considered here include but are not limited to consistency of performance, ability to innovate, ability to organize work, response to criticism and suggestions, dependability, accuracy, professional commitment, adaptability, effective relationship-building and communication skills, quality of decision making and leadership. Also important is the ability to relate job functions to the more general goals of the Library, Museums & Press and University, which are outlined in the Library, Museums & Press Strategic Plan.

Documentation of excellence in job performance in a candidate's application for promotion is provided by a mandatory letter of evaluation from the supervisor(s) and from other sources, of the individual's choosing. The letter(s) of the supervisor(s), while certainly of major significance, may not be the only element in the determination of the quality of job performance. Additional evidence provided by the candidate can strengthen the individual's case and provide support for statements made in the summary of accomplishments and in the letter(s) of the supervisor(s). A candidate's colleagues can be used as references to provide important assessments of the quality of performance in specific areas of work (e.g., work on the reference desk, curating an exhibition). Staff reporting to the candidate and/or administrative staff such as Assistant Directors may be able to provide additional information that adds weight and strength to the case for excellence in job performance. Finally, a candidate may consider adding material from annual performance appraisals, if appropriate, but this is not in any way mandatory.

Evidence of growth beyond the minimum requirements of the primary assignment may be indicated by, but not limited to, the following:

1. A willingness and ability to take on new or more complex responsibilities, e.g., assuming a responsibility at the request of one's supervisor or offering to take on a responsibility which would benefit the department, the Library, Museums & Press, and/or the University;
2. Meaningful participation in departmental or Library, Museums & Press-wide decision making, e.g., offering constructive suggestions and criticisms in meetings, showing willingness to assist in implementation of decisions, active participation in Library, Museums & Press committees;
3. Initiating new projects, procedures or services which contribute to departmental, Library, Museums & Press, and/or University goals, e.g., development of a new procedure which facilitates the processing of materials.

CRITERION 2: PROFESSIONAL DEVELOPMENT

Librarians and curators at all levels are expected to hold memberships in and participate in meetings of professional organizations or learned societies, or otherwise participate actively in their profession beyond the Library, Museums & Press. Excellence in academic librarianship or curatorial work implies the ongoing commitment to professional growth with evidence of a thorough understanding of and commitment to the fields of librarianship, museum curation, and related academic fields. Evidence of professional growth can be demonstrated through activities in professional and scholarly associations. Candidates seeking promotion are strongly encouraged to become active participants in those organizations through in-person or virtual committee work, presentations and service to the organizations. It is an important part of Library, Museums & Press culture that librarians and curators share knowledge gained from professional development. This can be done in a variety of formal and informal ways.

Candidates seeking the ranks of Associate Librarian/Curator or Librarian/Curator must show evidence of continued intellectual growth and/or evidence of an increasing reputation in their profession. Leadership positions, consulting work, or assignments to special projects or task forces within professional organizations are examples of an increasing reputation. Librarians/Curators seeking the ranks of Associate Librarian/Curator and Librarian/Curator must demonstrate a record of meaningful professional activities and contributions.

Examples of appropriate activities include but are not limited to:

1. Membership and participation in relevant professional organizations and learned societies on local, state, regional, national and international levels, e.g.:
 - a. Committee assignments;
 - b. Offices held in such organizations;
 - c. Presentations;
2. Organization of, or participation in, professional meetings, seminars, institutes, conference programs, workshops, courses;
3. Substantive consulting services provided to other libraries, galleries or academic institutions and organizations;
4. Brief written contributions to the profession, e.g., brief book reviews or participation in electronic discussions, such as email lists, blogs, wikis, social media campaigns, etc.;
5. Awards, grants, fellowships, honors relevant to this criterion.

CRITERION 3: RESEARCH/ACADEMIC ACHIEVEMENT/CREATIVE ACTIVITY

Excellence in academic librarianship or curatorial work implies the ongoing commitment to academic, intellectual and creative activity.

Examples of such activities include but are not limited to research and scholarship as evidenced in:

1. Electronic or print publication of books, articles, research papers, exhibit catalogs, book reviews, bibliographies, chapters contributed to published books, articles contributed to compilations; handbooks in an area of subject/language specialization or which relate to professional matters;
2. Editorship or acknowledged contributing editorial or peer review services for professional or other scholarly journals, series, or compilations; or production and development of websites related to research, academic achievement or creative activity; or contributions of online content of a substantial nature;
3. Creation, development and implementation of courses in librarianship, museum studies, art history or in another field of subject/language specialization;
4. Artistic or creative activities and works that have been recognized or reviewed to establish their quality or contribution;
5. Advanced studies such as:
 - a. Continuing education activities, e.g., participation in a non-degree program through formal courses;
 - b. Completion of advanced degrees in an academic discipline;
 - c. Completion of an advanced certificate or Ph.D. in librarianship, information science, museum studies, art history or related job-specific discipline;
 - d. Acquisition of additional foreign language skills;
 - e. Acquisition of other skills relevant to the profession, e.g., statistical analysis, computer programming;
 - f. Self-education toward a specific goal;
6. Awards, grants, fellowships, honors relevant to this criterion;
7. Professional lectures, workshops or presentations to learned societies or other groups.

CRITERION 4: LIBRARY, MUSEUMS & PRESS/UNIVERSITY/COMMUNITY SERVICE

Service in these areas is manifested by the quality and extent of contributions made through service on committees, task forces and civic organizations, even though such service may be unrelated to the individual's primary area of responsibility. Among the factors to be considered are: fulfillment of basic obligations of attendance and participation, working relations with other members, chairing of committees or subcommittees, and timely completion and quality of committee assignments.

Examples of appropriate activities include but are not limited to:

1. Participation in internal Library, Museums & Press committees, task forces, search committees;
2. Service on University committees and task forces, service in Faculty Senate and Advisory Council for Exempt Staff and other professional committees and working groups;
3. Service in community agencies and civic organizations;
4. Professional service on boards or committees of local, state, regional or national agencies;
5. Professional lectures, workshops or presentations to Library, Museums & Press, University, community or civic organizations;
6. Contributions towards the development of major new programs within the Library, Museums & Press or the University as a whole which support departmental, Library, Museums & Press or University goals;
7. Awards, grants, fellowships, honors relevant to this criterion.

SECTION III: COMMITTEE STRUCTURE

The Promotion Committee and the Appeals Committee are participants in the objective and thorough evaluation of candidates for promotion and are responsible for considering and reporting on the accomplishments of each candidate within the criteria defined in the Rank and Promotion System document. Members of the Promotion Committee and the Appeals Committee must regard their work to be of the utmost confidentiality. Any discussion of matters that come before the Committees to anyone not on the Committees or discussions of these matters in public areas or in unofficial meetings is inappropriate. All such behavior must be regarded as serious breaches of confidentiality.

The same Promotion Committee and Promotion Appeals Committee shall evaluate candidates for promotion to both librarian and museum curator ranks.

PROMOTION COMMITTEE

1. The Promotion Committee is a standing committee which consists of five members of the peer group above the rank of Assistant Librarian or Assistant Curator, each of whom has served in a professional rank at the University of Delaware for at least twelve months prior to their Committee appointment. Current ongoing members of the Appeals Committee are ineligible for service on the Promotion Committee.
2. Three members and two alternates are to be elected by the eligible voting members of the exempt staff of the University of Delaware Library, Museums & Press (see Appendix I: Elections); two members are to be appointed by the Vice Provost for Libraries and Museums, in consultation with the Steering Committee of the Librarians' Caucus, subsequent to that election.
3. The term of service for Committee members is two years. Members serve staggered terms to preserve continuity from one year to the next. The first alternate serves a one-year term. The second alternate does not serve on the Committee or participate in meetings unless a member of the Committee resigns before November 1. If the second alternate is called upon to serve, the term of service is one year. No one elected to a full two-year term may serve more than three consecutive years and no one may serve more than two consecutive terms. Following the completion of a full two-year term on the Promotion Committee, an individual is ineligible for election or appointment to the Promotion Committee or to the Appeals Committee for a period of two years.
4. The Committee shall elect its Chair at its first meeting and shall announce the results of that election to all members of the peer group. The term of the Chair is a single year, not to be succeeded. Should the Chair be unable to complete their term, the remaining members of the Committee will elect a new Chair. The Chair performs administrative duties for the Committee. All Committee members participate equally in deliberations and voting.

5. Since the first alternate Committee member may be required to take the place of an indisposed or ineligible member at any time, the first alternate will participate in all Committee meetings. The second alternate does not have access to dossiers and is not called upon to serve on the Committee unless any Committee member resigns before November 1. In such occurrences, the first alternate becomes a full member of the Committee and the second alternate serves as first alternate and participates in all Committee deliberations. If any Promotion Committee member or the first alternate resigns from the Committee on or after November 1, the second alternate is not called to serve and the Promotion Committee continues in its deliberations without filling the vacancy.
6. No Committee member may be present at or participate in discussion or vote on the application of a candidate under their direct supervision, nor may any member be present at or participate in discussion or vote on their own application for promotion, nor may any member be present at or participate in discussion or vote on the application of their present direct supervisor. Nor may any member be present at or participate in discussion or vote on the application of their spouse or for any other individual with whom there may be a clearly defined conflict of interest. The results of each vote are to remain confidential to the Committee members, including the first alternate, who have read the dossier and have participated in the discussion of the candidate. In regard to any candidate, if there is a conflict of interest on the part of the Chair, the Promotion Committee will select an alternate Chair who will follow procedures to complete the promotion cycle for that candidate. The Rank and Promotion System Administrator will be responsible for identifying such situations and informing the Promotion Committee of them in writing. Should the Promotion Committee have questions concerning other potential conflicts of interest, the Rank and Promotion System Administrator will be responsible for deciding whether a member of the Committee will be excluded from participating in discussion or voting on a candidate's application for promotion.
7. A quorum shall consist of the full eligible voting membership of the Committee.

APPEALS COMMITTEE

1. The Appeals Committee is a standing committee which consists of three members of the peer group above the rank of Assistant Librarian or Assistant Curator, each of whom has served in a professional rank at the University of Delaware for at least twelve months prior to their Committee appointment. Current ongoing members of the Promotion Committee are ineligible for service on the Appeals Committee.

2. Two members and an alternate are to be elected by eligible voting members of the exempt staff of the University of Delaware Library, Museums & Press (see Appendix I: Elections); one member is to be appointed by the Vice Provost for Libraries and Museums, in consultation with the Steering Committee of the Librarians' Caucus, subsequent to that election.
3. The term of service for Committee members is two years. Members serve staggered terms to preserve continuity from one year to the next. The alternate serves a one-year term. Following the completion of a full two-year term on the Appeals Committee, an individual is ineligible for election or appointment to the Appeals Committee for a period of two years. Individuals are eligible to serve on the Promotion Committee immediately following service on the Appeals Committee.
4. The Committee shall elect its Chair at its first meeting and shall announce the results of that election to all members of the peer group. The term of the Chair is a single year, not to be succeeded. Should the Chair be unable to complete their term, the remaining members of the Committee will elect a new Chair. The Chair performs administrative duties for the Committee. All Committee members participate equally in deliberations and voting.
5. Since the alternate Committee member may be required to take the place of an indisposed or ineligible member at any time, the alternate will participate in all Committee meetings.
6. No Committee member may be present at or participate in discussion or vote on the appeal of a candidate under their direct supervision, nor may any member be present at or participate in discussion or vote on their own appeal, nor may any member be present at or participate in discussion or vote on the appeal of their direct supervisor. Nor may any member be present at or participate in discussion or vote on the appeal of their spouse or for any other individual with whom there may be a clearly defined conflict of interest. In regard to any candidate, if there is a conflict of interest on the part of the Chair, the Appeals Committee will select an alternate Chair who will follow procedures to complete the promotion cycle for that candidate. The Rank and Promotion System Administrator will be responsible for identifying such situations and informing the Appeals Committee of them in writing following the announcement of an appeal. Should the Appeals Committee have questions concerning other potential conflicts of interest, the Rank and Promotion System Administrator will be responsible for deciding whether a member of the Committee will be excluded from participating in discussion or voting relating to a candidate's appeal.
7. A quorum shall consist of the full eligible voting membership of the Committee.

SECTION IV: PROCEDURES

The meaning and significance of the Rank and Promotion System document is determined by the interpretation and application of its provisions and criteria by the Promotion Committee and the Appeals Committee. The members of these committees are elected from the eligible voting members of the exempt staff of the University of Delaware Library, Museums & Press. To aid these committees and the candidates in their efforts, the following procedures are set forth to establish the sequence of operations to be followed by all candidates and by all committees. The procedures have been established to promote consistency of application from one year to the next and to guarantee a full and fair hearing for all candidates.

NOTE: It is understood that dates specified in this section of the document indicate the closest working date.

PROMOTION REVIEW SEQUENCE

1. The Rank and Promotion System Administrator notifies all eligible members of the peer group by July 1 that they may apply for promotion.
2. Incumbents in the required review year are notified that they must apply for promotion.
3. The review and promotion procedure coincides with the University of Delaware fiscal calendar rather than with the anniversary of the candidate's appointment.
4. If a candidate's initial appointment date falls between July 2 and June 30, this period shall not be counted toward years in rank. In effect, years in rank are counted beginning with the first July 1 an individual is employed at the University of Delaware Library, Museums & Press. For an employee appointed between July 2 and June 30, accomplishments from this initial period of appointment can still be used in the dossier for promotion, even though this period shall not be counted toward years in rank.
5. Candidates for promotion indicate their intention by letter to the Rank and Promotion System Administrator by August 15. This correspondence should include name, present rank, date of appointment or promotion to rank, and rank to which promotion is requested. Names of potential candidates are to be kept confidential, but the number is reported to the Vice Provost for Libraries and Museums and to the Promotion Committee.
6. The candidate for promotion must submit a dossier to the Rank and Promotion System Administrator by September 7 (see Appendix V: Dossier Contents). Supplemented by letters of reference (see Section IV, item 8), the dossier provides the Committee with primary evidence documenting the candidate's accomplishments in all criteria and is the fundamental tool upon which the Promotion Committee must deliberate and make decisions on each candidate applying for promotion (see Appendix II: Promotion Committee Deliberations). If the candidate

does not wish to pursue promotion after submitting a letter of intention, they must notify the Rank and Promotion System Administrator by letter and formally withdraw their name from consideration.

7. The Chair of the Promotion Committee forwards a copy of the updated curriculum vitae from the dossier to the candidate's current supervisor. The Chair requests a full evaluation of the candidate's job performance as defined within the Rank and Promotion System document and an evaluation of other areas that the current supervisor may be able to address. If the candidate has had more than one supervisor since July 1 of the previous year, all of the supervisors will be contacted.
8. In order to provide the Promotion Committee with broad-based documentation of achievements, candidates should supply the Committee with sufficient and carefully selected references to document their entire range of achievements.
9. It is important that the candidate provide a verified U.S. mail address, an email address, and a telephone number for each reference. This will assure timely communication between the Library, Museums & Press and colleagues serving as references. It is the candidate's responsibility to inform the committee of any unusual circumstances in contacting references/supervisors, such as limited email access or sabbatical.
10. Number of required references for promotion to corresponding ranks:
 - a. Senior Assistant Librarian or Senior Assistant Curator: three references; no more than five
 - b. Associate Librarian or Associate Curator: five references; no more than nine
 - c. Librarian or Curator: seven references; no more than fifteen
11. The supervisor's evaluation and all letters of reference shall be submitted to the Chair of the Promotion Committee by November 1. This material becomes a part of the supporting documentation as described below (Section IV: Procedures. Promotion Review Sequence, item 18). It is considered confidential material for the use of the Promotion Committee. When the candidate requests that the dossier and its supporting documentation be forwarded to the Vice Provost for Libraries and Museums or the University Provost, or if the candidate files an appeal, then this supporting documentation shall be made available to those individuals. In the event letters of reference or the supervisor's evaluation are not received by the date specified by the Committee, the Rank and Promotion System Administrator will be advised of the situation. The Rank and Promotion System Administrator will take appropriate measures to secure those references. If the references have not been received by December 1, the Promotion Committee may proceed with its deliberations. Following its initial review and discussion of a dossier, should it be the consensus of the Promotion Committee that the dossier lacks key evidence which the Committee believes the candidate may be able to supply, the Promotion Committee

may submit a written request to the candidate to which the candidate is expected to reply within five working days, even if that time period extends beyond the November 30 deadline for providing additional content. This action on the part of the Promotion Committee should not be regarded as part of its routine operations and should only be taken in unusual circumstances in which it is the consensus of the Committee that key evidence is lacking and that the candidate can be of assistance. The candidate is under no obligation to answer the Committee's questions and need only respond in writing to the Promotion Committee's request indicating that they choose not to respond. In such cases, the Promotion Committee should proceed with its deliberations without prejudice toward the candidate. The Promotion Committee's request and the candidate's response will be added to the dossier at this point.

12. During the discussion of a dossier, should it be the consensus of the Promotion Committee that the supervisor's letter lacks important information which the Committee believes the supervisor may be able to supply, the Promotion Committee may submit a written request to the supervisor to which the supervisor is expected to reply within five working days. The supervisor is granted five days to reply, even if that time period extends beyond the November 30 deadline for providing additional content. Requesting additional information from a candidate should not be regarded as part of the Committee's routine operations. This step should only be taken in unusual circumstances in which it is the consensus of the Committee that important evidence is lacking and that the supervisor may be able to provide further information or clarification. The supervisor is under no obligation to answer the Committee's questions and need only respond in writing to the Promotion Committee's request indicating that they choose not to respond. In such cases, the Promotion Committee should proceed with its deliberations without prejudice toward the candidate. The Promotion Committee's request and the supervisor's response will be added to the dossier at this point. The Committee shall complete its consideration and reach a decision by secret ballot and shall send written notification of its vote results and recommendation to the candidate by January 22.
13. This letter to the candidate from the Promotion Committee becomes a part of the supporting documentation. The candidate either may request that the dossier and its supporting documentation be forwarded to the Vice Provost for Libraries and Museums or may withdraw from further consideration. The candidate must notify the Rank and Promotion System Administrator in writing of their intention to forward or withdraw their application for promotion by January 22.
14. In the event that the candidate withdraws from further consideration at this point, the dossier and its supporting documentation shall be treated as described below (Section IV: Procedures. Promotion Review Sequence, item 18). Should the candidate apply for promotion at another time, there shall be no discussion of or reference to any previous application by any individual involved in the promotion process. Each application for promotion is to be considered solely on its own merits at the time it is submitted.

15. The Vice Provost for Libraries and Museums receives the dossiers and evaluates each on its merits. Should it be the opinion of the Vice Provost for Libraries and Museums that key evidence is lacking, the Director may then contact the Promotion Committee for clarification, if deemed necessary. The Vice Provost for Libraries and Museums may also contact the candidate for clarification, if deemed necessary. The request and the response will be added to the dossier at this point. The Vice Provost for Libraries and Museums shall record in writing the reasons for each recommendation.
16. The candidate and the Promotion Committee will receive written notification of the recommendation of the Vice Provost for Libraries and Museums by February 25. The candidate either may request that the dossier and its supporting documentation be forwarded to the University Provost or may withdraw from further consideration. The candidate must notify the Rank and Promotion System Administrator in writing of their intention to forward or withdraw their application for promotion by March 4. If both the Vice Provost for Libraries and Museums and the Promotion Committee enter a negative recommendation, the promotion procedure shall be terminated, subject to the review of the Appeals Committee if the candidate chooses to file an appeal (see Section IV: Procedures. Appeals Sequence).
17. In the event that the candidate withdraws from further consideration at this point, the dossier and its supporting documentation shall be treated as described below (Section IV: Procedures. Promotion Review Sequence, item 18). Should the candidate apply for promotion at another time, there shall be no discussion of or reference to any previous application by any individual involved in the promotion process. Each application for promotion is to be considered solely on its own merits at the time it is submitted.
18. Dossiers are to be submitted to the University Provost by March 4 unless the recommendation is being appealed. Dossiers for which the recommendation is being appealed are to be submitted to the University Provost by April 20.
19. At whatever point the promotion process is terminated, supporting documentation, consisting of confidential evaluations and references; signed statements by Promotion Committee members; and copies of the letter(s) to the candidate from the Promotion Committee, the Vice Provost for Libraries and Museums, the Appeals Committee and the University Provost shall be retained by the Rank and Promotion System Administrator. This supporting documentation shall be sealed and kept in a separate secure promotion file apart from the candidate's personnel file. Appropriate University of Delaware retention procedures will be followed.
20. The Chair of the Promotion Committee shall compile a list of comments and suggestions concerning the Rank and Promotion System for the use of future committees and for consideration when the Rank and Promotion System document is revised. The list shall be submitted to the Rank and Promotion System Administrator and to the Chair of Librarians' Caucus for inclusion in the Rank and Promotion System Archive.

APPEALS SEQUENCE

1. A candidate denied promotion within the Library, Museums & Press by negative recommendation of either the Promotion Committee or the Vice Provost for Libraries and Museums has the right to request reconsideration.
2. Grounds for an appeal include but are not limited to discrimination against the candidate; improper application of the criteria for promotion; improper procedures by the Promotion Committee, Rank and Promotion System Administrator, or the Vice Provost for Libraries and Museums; or breaches of confidentiality.
3. By March 3, the candidate may submit a written request for reconsideration to the Rank and Promotion System Administrator, stating the grounds for reconsideration. This request will be added to the candidate's dossier at this point.
4. The Rank and Promotion System Administrator immediately notifies the Chair of the Appeals Committee that an appeal has been filed.
5. To evaluate the merits of the appeal, the Appeals Committee shall have access to the candidate's dossier and the supporting documentation which consists of confidential evaluations and references; signed statements by Promotion Committee members; and copies of the letter(s) to the candidate from the Promotion Committee and the Vice Provost for Libraries and Museums.
6. Following its initial meeting and review of the dossier in question, the Appeals Committee may contact the candidate if additional information about the appeal is needed. This request will take the form of a list of specific questions to which the candidate must respond within five working days. Should the Appeals Committee believe the dossier does not contain adequate documentation for it to make a thorough review of the candidacy, and thus determine the basis of the Promotion Committee's recommendation, the Appeals Committee will have the option to submit a request to the Chair of the Promotion Committee for additional information. This request will take the form of a list of specific questions to which the Promotion Committee must respond within five working days. In addition, in cases where the grounds for an appeal are based upon improper procedures by either the Rank and Promotion System Administrator or the Vice Provost for Libraries and Museums, the Appeals Committee may submit a similar list of questions to either of those individuals if it believes the dossier does not contain adequate documentation to determine whether or not improper procedures have been followed. Each of these individuals must respond within five working days. The list(s) of questions and the response(s) will be added to the dossier at this point and be considered additional evidence. Following its evaluation of the dossier and the appeal, the Appeals Committee will decide by secret ballot on the merit of the appeal. The Committee may either recommend that the application be reconsidered, or it may dismiss the appeal; its decision will be made in writing to

the candidate, to the Promotion Committee and to the Vice Provost for Libraries and Museums by March 27.

7. The Appeals Committee may not overrule or change recommendations made by other bodies; it may only call for reconsideration, and its decision in this regard is binding.
8. The Promotion Committee must act on the decision of the Appeals Committee and reach a reconsidered decision by April 9.
9. The reconsidered opinion of the Promotion Committee and the full dossier will be resubmitted by the Rank and Promotion System Administrator the Vice Provost for Libraries and Museums who will reach and announce a reconsidered decision in writing to the candidate and the Promotion Committee by April 20.
10. At whatever point the promotion process is terminated, the dossier and the supporting documentation shall be treated as described above (Section IV: Procedures. Promotion Review Sequence, item 18).
11. The Chair of the Appeals Committee shall compile a list of comments and suggestions concerning the appeals process for the use of future committees and for consideration when the Rank and Promotion System document is revised. The list shall be submitted to the Rank and Promotion System Administrator and to the Chair of Librarians' Caucus for inclusion in the Rank and Promotion System Archive.

SECTION V: REVISION OF THE RANK AND PROMOTION SYSTEM

AD HOC COMMITTEE FOR THE REVIEW OF THE RANK AND PROMOTION SYSTEM

An evaluation of the Rank and Promotion System shall be undertaken every five years by an ad hoc committee consisting of four members of the peer group and the Rank and Promotion System Administrator as Ex Officio. The members of the Ad Hoc Committee for the Review of the Rank and Promotion System shall be selected by the Vice Provost for Libraries and Museums from a list of proposed candidates provided by the elected Steering Committee of the Librarians' Caucus. To ensure that Committee members possess adequate professional knowledge, only persons who are in the top three ranks may serve on the Committee. In addition, all members of the Committee should have direct working experience with the Rank and Promotion System document, either by having gone through the promotion process, or by having served on the Promotion Committee. To gain perspective and continuity from previous experience, it is recommended that a member of the most recent Ad Hoc Committee for the Review of the Rank and Promotion System be invited to serve on the upcoming Committee.

The Committee shall conduct investigations into the procedures, criteria and their applications through promotion proceedings. Input from all members of the exempt staff shall be solicited, including those not in the peer group (as defined in the Library, Museums & Press Rank and Promotion System document). The Committee shall recommend changes as needed to the Vice Provost for Libraries and Museums and to the peer group.

This Committee shall be appointed in January of the review year and shall submit its final recommendations by July 1 of that year. Should these recommendations include revisions to the Rank and Promotion System document, these revisions must be approved in a vote by a majority of the peer group at the University of Delaware Library, Museums & Press, given that 51% of members of the peer group participate in the vote; by the Vice Provost for Libraries and Museums; and by the Provost of the University of Delaware prior to implementation. Should changes be approved, implementation will be made on the following May 1 (the first date on the promotion calendar). The Ad Hoc Committee shall arrange for the creation of a document index following the approval of changes.

A Rank and Promotion System Archive shall be maintained to preserve knowledge concerning each iteration of the Rank and Promotion System document and the process undertaken during each review. Upon approval of the updated Rank and Promotion System document, the chair(s) of the most recent Ad Hoc Committee for the Review of the Rank and Promotion System shall request that the following documents be added to the archive: 1. The updated Rank and Promotion System document; 2. The final ballot(s) issued to the peer group during the review; 3. Pertinent documents, such as emails sent from the Ad Hoc Committee to members of the peer group, the exempt staff or Librarians' Caucus.

INTERIM REVIEW COMMITTEE

In the event that the Librarians' Caucus believes that changes to the Rank and Promotion System document should take place between the 5-year reviews, a special committee may be formed to explore and address these considerations. This special committee may be called by a majority vote of the peer group at the University of Delaware Library, Museums & Press, provided that 51% of the peer group participates in the vote. This review is not intended to be an update of the entire Rank and Promotion System document and should only be undertaken in exceptional circumstances.

The members of the Interim Review Committee shall be selected by the Vice Provost for Libraries and Museums from a list of proposed candidates provided by the Librarians' Caucus. To ensure that Interim Review Committee members possess adequate professional knowledge, only persons who are in the top three ranks may serve on the Committee. In addition, all members of the Committee should have direct working experience with the Rank and Promotion System document, either by having gone through the promotion process, or by having served on the Promotion Committee. To gain perspective and continuity from previous experience, it is also recommended that a member of the most recent Ad Hoc Committee for the Review of the Rank and Promotion System be invited to serve on the Interim Review Committee.

The deadline for completion of the work of the Interim Review Committee shall be determined by the Librarians' Caucus and communicated in the Committee appointment letter. The Interim Review Committee will then investigate issues pertaining to the potential changes to the Rank and Promotion System document. During its investigation, the Interim Review Committee may consult with colleagues outside of the Committee who possess knowledge relevant to the issues under consideration. Should recommendations include revisions to the Rank and Promotion System document, these revisions must be approved in a vote by a majority of the peer group at the University of Delaware Library, Museums & Press, provided that 51% of members of the peer group participate in the vote; by the Vice Provost for Libraries and Museums; and by the Provost of the University of Delaware prior to implementation.

Should changes be approved, implementation will be made on the following May 1 (the first date on the promotion calendar) and the document index will be updated. The work of the Interim Review Committee shall be documented in the Rank and Promotion System Archive as is described in the guidelines for the Ad Hoc Committee for the Review of the Rank and Promotion System.

APPENDIX I: ELECTIONS

1. Members of the peer group above the rank of Assistant Librarian or Assistant Curator are eligible for election to the Promotion Committee and to the Appeals Committee. Current ongoing members of the Promotion Committee and of the Appeals Committee as well as those who have served in a professional rank at the University of Delaware for fewer than twelve months are ineligible to be on the ballot. Anyone aware of extenuating circumstances during the promotion cycle may be excused from service through application to the Rank and Promotion System Administrator. Outgoing members or alternates of the Promotion Committee who have completed a full two-year term, two consecutive terms or three consecutive years on the Promotion Committee are ineligible for election or appointment to the Promotion Committee or to the Appeals Committee for a period of two years. Outgoing members of the Appeals Committee who have completed a full two-year term on the Appeals Committee are ineligible for election or appointment to the Appeals Committee for a period of two years; however, they are eligible for election and appointment to the Promotion Committee.
2. All peer group members are eligible to vote in elections to these committees.
3. Elections to fill vacant positions on the Promotion Committee shall be held in May; elections to fill vacancies on the Appeals Committee shall be held in June, subsequent to the election to fill vacancies on the Promotion Committee.
4. Each election is to be initiated by the Rank and Promotion System Administrator who distributes ballots to the eligible voting membership of the University of Delaware Library, Museums & Press exempt staff in accordance with the annual calendar (Appendix VIII: Generic Annual Calendar)
5. Each ballot is to include an alphabetical list of all eligible candidates and instructions concerning the completion of a valid ballot.
6. The number of names to be selected shall be the number of vacancies on the Committee held by elected members.
7. A valid ballot must rank the candidates indicated in order of preference.
8. Ballots with insufficient names marked and ballots marked without rank numbers are not valid.
9. Elections will be held by secret ballot. Ballots will be distributed securely by the Rank and Promotion System Administrator. Votes must be cast by the date and time designated on the ballot.
10. Ballots are to be tabulated following the voting deadline and certified by any two of the following: the Rank and Promotion System Administrator, the Library, Museums & Press

representative to the Advisory Council for Exempt Staff, the Chair of the Librarians' Caucus or a Library, Museums & Press faculty senator.

11. Points for each candidate will be tallied using the rank numbers given the candidates on each ballot. The candidates with the highest point totals will be the new members of their respective Committee. The candidate with the next highest point total will serve as the first alternate. The candidate with the next highest total after the first alternate will serve as the second alternate on the Promotion Committee. There is no second alternate on the Appeals Committee. In the case of a tie vote, there will be a runoff election, which is the responsibility of the Rank and Promotion System Administrator. If the runoff election results in a tie vote, committee membership will be determined by lot.
12. The Rank and Promotion System Administrator will inform those elected and the Librarians' Caucus in writing of the election results.
13. Shortly thereafter, the Vice Provost for Libraries and Museums shall appoint members to the Promotion Committee and the Appeals Committee in consultation with the Steering Committee of Librarians' Caucus. Appointments to the Appeals Committee are made every other year. A balanced membership is desirable; any inequities or imbalances in the Committees, either by rank or by department, may be corrected by the Vice Provost for Libraries and Museums with these appointments.

APPENDIX II: PROMOTION COMMITTEE DELIBERATIONS

Once the Committee is chosen and the candidates have submitted dossiers, the Committee members must deliberate and make decisions on each candidate applying for promotion. It is imperative that each candidate be considered separately, and on individual merit alone. To ensure this, the following guidelines are provided:

1. Candidates will submit dossiers to the Rank and Promotion System Administrator, who will arrange for secure access to the documents. Only appropriate Administrative Support personnel, members of the Promotion Committee, the Rank and Promotion System Administrator, the Vice Provost for Libraries and Museums, and the Provost may access the dossiers.
2. Members of the Committee will study each candidate's dossier prior to the first meeting in which the candidate's submission is reviewed. However, Committee members will not pursue discussion of the merits of the promotion with other members of the Committee until the Committee as a whole meets. Individual Committee members may take personal notes on salient points.
3. Deliberations by the members individually and as a group should concentrate solely on the candidate in question at the time.
4. Following its initial review and discussion of a dossier, should it be the consensus of the Promotion Committee that the dossier lacks key evidence which the Committee believes the candidate may be able to supply, the Promotion Committee may submit a written request to the candidate to which the candidate is expected to reply within five working days. The request for additional information should not be regarded as part of the Committee's routine operations and should only be taken in unusual circumstances in which it is the consensus of the Committee that key evidence is lacking and that the candidate can be of assistance. The candidate is under no obligation to answer the Committee's questions and need only respond in writing to the Promotion Committee's request indicating that they choose not to respond. In such cases, the Promotion Committee should proceed with its deliberations without prejudice toward the candidate. The Promotion Committee's request and the candidate's response will be added to the dossier at this point.
5. The Chair of the Committee or a designate should take sufficient notes during group deliberation so that reasons for a recommendation can be accurately expressed in writing. The notes of the Committee's deliberations and personal notes taken by individual Committee members will be shredded at whatever point the promotion process is terminated.

6. In addition, a written record shall be maintained of all correspondence, telephone calls and other activities relevant to the promotion process.
7. Comments and observations during Committee deliberations which are not documented by the existing dossier and letters of reference or which introduce new evidence to the deliberations, shall be documented in writing, signed by the speaker and included as part of the confidential material to be added to the supporting documentation.
8. After deliberations for a candidate have concluded, the vote for that candidate will immediately follow. Votes shall be marked anonymously on paper or secure electronic ballots in separate elections at the end of deliberations for each candidate. In the event that paper ballots are used, ballots shall be collected by the Chair and sealed in an envelope without disclosure of the results until the completion of the vote for the final candidate. In the event that electronic ballots are used, results will be secured by the Chair and not disclosed until the completion of the vote for the final candidate.
9. Following completion of all Committee deliberations and voting, the Chair shall unseal all paper ballot envelopes or reveal electronic ballot results in the presence of the Committee members eligible to vote for each application for promotion and shall tally the results.
10. Results of the vote count for each candidate will then be written down for release to the candidate. These results shall be a matter of confidence between the Committee and the candidate. The results of the vote shall be communicated to the candidate in writing.
11. Written reasons for the decision must be included with these results. The recommendation of the Committee becomes a part of the supporting documentation.
12. All deliberations of the Committee, notes of these deliberations and individual notes are to be kept in the strictest confidence.
13. At whatever point the promotion process is terminated, the dossier and the supporting documentation shall be treated as described above (Section IV: Procedures. Promotion Review Sequence, item 18).

APPENDIX III: APPEALS COMMITTEE DELIBERATIONS

A candidate given negative recommendation by either the Promotion Committee or the Vice Provost for Libraries and Museums has the right to enter an appeal to request reconsideration. Each appeal must be given full, fair consideration by the Appeals Committee. To assist in this, the following guidelines are provided.

1. A candidate who wishes to submit an appeal must present a letter to the Rank and Promotion System Administrator that states their intentions and outlines the basis for the appeal. Upon receipt of the letter, the Rank and Promotion System Administrator will notify the Chair of the Appeals Committee that an appeal has been filed.
2. The Chair of the Appeals Committee will notify the members of the Committee that an appeal has been filed and will call for a meeting of the Committee at the earliest convenient time.
3. Members of the Committee will study each candidate's dossier prior to the first meeting in which the candidate's submission is reviewed. However, Committee members will not pursue discussion of the merits of the appeal with other members of the Committee until the Committee as a whole meets.
4. The Appeals Committee will hold its initial meeting and review of the dossier in question. The Appeals Committee may contact the candidate if additional information about the appeal is needed. This request will take the form of a list of specific questions to which the candidate must respond within five working days. Should the Appeals Committee believe the dossier does not contain adequate documentation for it to make a thorough review of the candidacy and thus determine the basis of the Promotion Committee's recommendation, the Appeals Committee will have the option to submit a request to the Chair of the Promotion Committee for additional information. This request will take the form of a list of specific questions to which the Promotion Committee must respond within five working days. In addition, in cases where the grounds for an appeal are based upon improper procedures by either the Rank and Promotion System Administrator or the Vice Provost for Libraries and Museums, the Appeals Committee may submit a similar list of questions to either of those individuals if it believes the dossier does not contain adequate documentation to determine whether or not improper procedures have been followed. Each of these individuals must respond within five working days. The list(s) of questions and the response(s) will be added to the dossier at this point and be considered additional evidence.
5. Deliberations by the members individually and as a group should concentrate solely on the appeal in question at the time.
6. The Chair of the Committee or a designate should take sufficient notes during group deliberation so that reasons for a recommendation can be expressed accurately in writing to the candidate. The notes of the Committee's deliberations and personal notes taken by

individual Committee members will be shredded following the preparation of the Committee's recommendation(s) to the candidate(s). In addition, a written record shall be maintained of all correspondence, telephone calls and other activities relevant to the appeals process.

7. Votes shall be marked anonymously on paper or secure electronic ballots in separate elections at the end of deliberations for each appeal. These ballots shall be collected by the Chair and sealed in an envelope or secured, without disclosure of the results, until the completion of the vote for the final appeal.
8. Following completion of all Committee deliberations and voting, the Chair shall unseal all ballot envelopes or reveal electronic ballot results in the presence of the Committee members eligible to vote for each appeal and shall tally the results.
9. Results of the vote count for each candidate will then be written down for release to the candidate and the Vice Provost for Libraries and Museums. These results shall be a matter of confidence among the Committee, the candidate and the Vice Provost for Libraries and Museums. The results of the vote shall be communicated to the candidate and the Vice Provost for Libraries and Museums in writing.
10. Written reasons for the decision must be included with these results. The recommendation of the Committee becomes a part of the supporting documentation.
11. All deliberations of the Committee, notes of these deliberations and individual notes are to be kept in strictest confidence.
12. At whatever point the promotion process is terminated, the dossier and supporting documentation shall be treated as described above (Section IV: Procedures. Promotion Review Sequence, item 18).

APPENDIX IV: RESPONSIBILITIES OF THE RANK AND PROMOTION SYSTEM ADMINISTRATOR

The Rank and Promotion System Administrator serves as a resource person for the Promotion Committee and the Appeals Committee. They are responsible for coordinating all activities relating to the promotion cycle; for maintaining all files, correspondence and records relevant to the process; for assisting the Committees in the resolution of problems, issues and concerns; and for providing secretarial assistance as required. They may only attend meetings of the Promotion Committee and the Appeals Committee at the request of respective committee chairpersons.

The Rank and Promotion System Administrator also:

1. Maintains the annual schedule of events in the promotion process, ensuring that applications for promotion are submitted and acted upon on a timely basis;
2. Notifies all peer group members at the start of the promotion process that they may apply for promotion or must apply for promotion if they are in the required review year;
3. Announces and is responsible for elections to the Promotion Committee and the Appeals Committee, and also makes provision for the ballots, polling places, tabulation of results and announcement of the results;
4. Inventories and maintains a secure file of each dossier submitted during the period of promotion review, allowing access exclusively to members of the Promotion Committee and appropriate Administrative Support personnel, and later the Vice Provost for Libraries and Museums and the Appeals Committee, if applicable;
5. Ensures that at whatever point the promotion process is terminated, the dossier and the supporting documentation shall be treated as described above (Section IV: Procedures. Promotion Review Sequence, item 18);
6. Maintains a Best Practices document that includes tips and/or suggestions concerning the operations of the Promotion Committee and the Appeals Committee. This is intended to be an informal document added to or modified annually as deemed necessary by the members of the current Promotion and Appeals Committees.

APPENDIX V: DOSSIER CONTENTS AND RESPONSIBILITIES OF CANDIDATES

Responsibilities of the Candidate

The University of Delaware Library, Museums & Press Rank and Promotion System is a confidential, peer process that occurs when a candidate for promotion submits a dossier to the Promotion Committee. The dossier documents the candidate's accomplishments within the criteria outlined in Section II of the Rank and Promotion System document. Peer evaluation of the dossier is the initial and primary element of the promotion procedure before submission of the candidate's application to the Vice Provost for Libraries and Museums, with whom final appointment and promotion decisions rest.

It is the candidate's responsibility to prepare a dossier that will make the candidate's case for promotion: the dossier should include strong evidence of activity and achievement within the criteria during the evaluation period.

It is the responsibility of the candidate to select judiciously the references and contents of the dossier. The candidate should recognize that the Promotion Committee's recommendations will be based upon the quality of supporting evidence and that the quantity achieved by adding relatively insignificant materials may indeed have a negative effect.

Evaluation Period for Promotion

Promotion from Assistant Librarian/Assistant Curator to Senior Assistant Librarian/Senior Assistant Curator is considered an early career promotion, and as such, excellence in job performance is the single most important factor to be considered. Contributions and accomplishments in criteria 2, 3, and 4 should demonstrate potential for development and achievement in these areas for this early-career rank. Alternately, promotion to Associate Librarian/Associate Curator and Librarian/Curator are considered career-level promotions and work and accomplishments in criteria 2, 3, and 4 should reflect the candidate’s entire professional career.

For purposes of the University of Delaware Library, Museums & Press Rank and Promotion System Document, “entire professional career” includes all relevant experience. When appropriate, this may include work done before the completion of a graduate library or equivalent degree.

For Promotion to the Rank of:	Criterion 1: Job Performance	Criterion 2: Professional Development	Criterion 3: Research/ Academic/ Creative Activity	Criterion 4: Library, Museums & Press/University /Community Service
Senior Assistant Librarian or Senior Assistant Curator	Period of existing rank held at UD; May include affiliate experience at existing rank held at UD	Period of existing rank held at UD; May include affiliate experience at existing rank held at UD	Period of existing rank held at UD; May include affiliate experience at existing rank held at UD	Period of existing rank held at UD; May include affiliate experience at existing rank held at UD
Associate Librarian or Associate Curator	Period of existing rank held at UD; May include affiliate experience at existing rank held at UD, plus the span covering Dec. 1 - June 30 of the previous rank.	Entire professional career	Entire professional career	Entire professional career
Librarian or Curator	Period of existing rank held at UD; May include affiliate experience at existing rank held at UD, plus the span covering December 1 - June 30 of the previous rank.	Entire professional career	Entire professional career	Entire professional career

Dossier Contents

The dossier should be organized by mandatory and variable criteria and be easy to navigate.

A. MANDATORY.

All applications for promotion must include the following:

GENERAL:

1. Cover letter of request for promotion indicating present rank, date of appointment or promotion to rank, and rank to which promotion is requested. This cover letter should be addressed to the Promotion Committee and be included in the dossier. A complete curriculum vitae which should be updated to include all activities and accomplishments since date of appointment or promotion to present rank.
2. Names of persons other than immediate supervisor(s) who will be consulted for references in support of the application for promotion. Area(s) of criteria or achievement(s) to be discussed by each reference should be indicated.

In order to provide the Promotion Committee with broad-based documentation of achievements, candidates should supply the Committee with sufficient and carefully selected names of references to document their range of achievements presented in the dossier.

It is important that the candidate provide at least two of the following for each reference: verified postal U.S. mail address, an email address, or a telephone number for each reference. This will assure timely communication between the Promotion Committee and colleagues serving as references. It is the candidate's responsibility to inform the committee of any unusual circumstances in contacting references/supervisors.

Number of references required for promotion to corresponding ranks:

- Senior Assistant Librarian/Senior Assistant Curator: three references; no more than five
- Associate Librarian/Associate Curator: five references; no more than nine
- Librarian/Curator: seven references; no more than fifteen

CRITERION 1: JOB PERFORMANCE

1. Job and assignment descriptions and significant accomplishments within a position since the candidate's date of appointment or promotion to their present rank. Accomplishments may include those which are sustained over the entire period of time in rank and those which represent significant projects, responsibilities, or innovations that occurred during a fixed period within a part of the time in rank. Complete details in the form of a descriptive narrative of duties and accomplishments will assist in the evaluation of the candidate by Promotion Committee members.
2. Names of all supervisors at the University of Delaware Library, Museums & Press since July 1 of the previous year. These supervisors will be contacted as references to provide documentation of the candidate's entire range of achievements, but particularly in the area of job performance. If a candidate has directly reported to a number of supervisors during recent years, the candidate may include letters from other University of Delaware Library, Museums & Press supervisors to whom they reported prior to July 1 of the previous year while they were employed in their current rank. Letters from these supervisors will not be counted against the number of allowable references for the level of promotion being sought.

B. VARIABLE.

All applications for promotion will include a descriptive narrative and evidence of accomplishment within applicable criteria. Criteria 2, 3, and 4 will vary in importance and in balance. The evidence brought within each will differ from candidate to candidate, and the weight assumed by each within the final evaluation will vary. Presentation of evidence of accomplishment within the criteria may include, but is not limited to the following examples.

CRITERION 1: JOB PERFORMANCE

1. Letters of commendation collected and included in the dossier by the candidate as supporting documentation, from:
 - a. colleagues within the Library, Museums & Press
 - b. chairs or other committee members of job-related Library, Museums & Press committees or working groups
 - c. employees reporting to the candidate, whether exempt staff, non-exempt staff or student workers,
 - d. an Assistant Director.
2. Assessments of job performance (e.g., material from annual evaluations, letters of gratitude, correspondence with faculty or other University personnel).
3. Major products or reports of significance to the Library, Museums & Press, a division, or a department within the Library, Museums & Press produced as a part of the candidate's job responsibilities (e.g., written procedures or policies, training documentation or instructional materials).

Items 1 a-d above are listed as examples of commendations or letters that are not a part of the mandatory references detailed in the General section of the Mandatory contents (Part A of this Appendix).

CRITERION 2: PROFESSIONAL DEVELOPMENT

1. Membership and participation in relevant professional organizations and learned societies or other active professional participation on local, state, regional, national and international levels. Within each organization:
 - a. Committee assignment(s), scope of committee(s), date(s) of service, and the name(s) of the chairperson(s) of the committee. The chairperson or other appropriate member of the committee may be included as a reference under Part A. Mandatory section. General, number 3.
 - b. Office(s) held and date(s) of service.
 - c. Presentation of paper(s), lecture(s), etc. and date(s) of presentation(s).
2. Evidence of organization of, contributions to, and/or participation in professional meetings, seminars, institutes, conferences, workshops, courses by sponsoring body, date and location.
3. Name(s) of institution(s) or organization(s), date(s) of work and report(s) written, if applicable, for consulting services provided to other libraries, galleries or academic institutions and organizations.
4. Representative samples of contributions to professional discourse, e.g. copies of brief content reviews and / or significant contributions to electronic discussions, such as email lists, blogs, wikis, appearances on podcasts and other non-print media, etc.
5. Awards, grants, fellowships, honors.
6. Evidence of other activities appropriate to this criterion.
7. Representative letters of acknowledgment, commendation or evaluation of activities and participation within this criterion.

CRITERION 3: RESEARCH/ACADEMIC ACHIEVEMENT/CREATIVE ACTIVITY

1. Citations of longer electronic or print publications: books, extensive catalogs or bibliographies. Citations and representative copies of shorter publications, e.g., articles, research papers, scholarly book reviews, chapters contributed to published compilations, handbooks, produced podcasts, and other non-print media.
2. Evidence of editorial services or acknowledged contributing editorial or peer review services for professional or other scholarly journals, series, compilations or websites related to research, academic achievement or creative activity; or contributions of online content of a substantial nature.
3. Syllabi or other evidence of courses developed and offered, including dates.
4. Documentation of artistic or creative activities and works that have been recognized or reviewed to establish their quality or contribution.
5. Transcripts or other evidence of continuing education activities or acquisition of other skills.
6. Awards, grants, fellowships, honors relevant to this criterion.
7. Evidence of professional lectures or presentations relevant to this criterion that were delivered to universities or to learned societies, including dates and locations.
8. Evidence of other activities appropriate to this criterion.
9. Representative letters of acknowledgment, commendation or evaluation of activities within this criterion.

CRITERION 4: LIBRARY, MUSEUMS & PRESS/UNIVERSITY/COMMUNITY SERVICE

1. Committee(s) or task force(s) and dates of service. Within each committee or task force: Committee or task force assignment(s), scope of committee(s) or task force(s) and the name(s) of the chairperson(s) of the committee or task force. The chairperson or other appropriate member of the committee may be included as a reference under Part A. Mandatory section. General, number 3.
2. University of Delaware Faculty Senate or Advisory Council for Exempt Staff offices held and dates of office.
3. Evidence of service in community agencies and civic organizations.
4. Representative letters evaluating the professional service on boards or committees of local, state, regional or national agencies.
5. Lectures and presentations relevant to this criterion, including dates and location.
6. Evidence to show the development of major programs within the Library, Museums & Press or the University as a whole.
7. Evidence of other activities appropriate to this criterion.
8. Representative letters of acknowledgment, commendation or evaluation of activities and participation within this criterion.

At the time the dossier is submitted to the Rank and Promotion System Administrator, an inventory of its contents will be made. The candidate may make additions to the dossier to correct obvious mistakes and provide new supporting evidence which was not available at the time the dossier was first submitted. Additions to the dossier may be submitted to the Rank and Promotion System Administrator until November 30. Any new material will be added to the dossier and to the dossier inventory by the Rank and Promotion System Administrator. No materials may be removed from the dossier once it has been submitted to the Rank and Promotion System Administrator.

APPENDIX VI: EXTENSION OF TIME IN RANK

EXTENSION BY EXCLUSION OF TIME IN RANK

The period of service allowed for promotion may be extended by the exclusion of time in rank from a specified period by the request of an individual for one of the following reasons:

1. Following the birth or adoption of a child;
2. If an individual must devote substantial time to the care of a seriously ill or injured person;
3. If an individual is temporarily disabled with a serious injury or illness;
4. Other reasons which necessitate an approved leave of extended absence from an individual's normal job responsibilities.

EXTENSION OF TIME FOR LESS-THAN-FULL TIME STATUS

Individuals holding continuing appointment within the University of Delaware at the ranks of Assistant Librarian/Assistant Curator and Senior Assistant Librarian/Senior Assistant Curator, but whose employment status is less-than-full time, are governed by the criteria and procedures outlined in the University of Delaware Library, Museums & Press Rank and Promotion System. Such individuals may request an extension of their allowed service time in rank.

PROCEDURES FOR EXTENSION OF TIME IN RANK

The extension or exclusion will be one year for promotion from Assistant Librarian/Assistant Curator to Senior Assistant Librarian/Senior Assistant Curator, and no more than two years for promotion from Senior Assistant Librarian/Senior Assistant Curator to Associate Librarian/Associate Curator.

Requests for the exclusion of service time in rank or extension of service time in rank should be made in writing to the Vice Provost for Libraries and Museums, who will make a decision regarding such requests within thirty days following receipt of the request.

APPENDIX VII: HISTORY

This document was created as follows:

December 15, 1980	Special Committee on Rank and Promotion appointed by Susan Brynteson, Director of Libraries. Members of the Special Committee were: Susan Davi, Associate Librarian; Frederick Getze, Assistant Librarian; Stuart Glogoff, Associate Librarian; Harold D. Neikirk, Associate Librarian and Chair; Nathaniel Puffer, Librarian; Deborah Rae, Assistant Librarian and Margaret Wang, Librarian.
September 9, 1981	Recommendations of Special Committee endorsed by Librarians' Forum and approved by Susan Brynteson, Director of Libraries.
November 1, 1981	Approved and implemented by L. Leon Campbell, Provost.
July 19, 1983	Ad Hoc Committee to Review the University of Delaware Library Rank and Promotion Document appointed by Susan Brynteson, Director of Libraries. Members were Jack Levine, Associate Librarian; Deborah Raikes-Colbert, Associate Librarian; and Deborah Rae, Associate Librarian and Chair.
June 8, 1984	Recommendations of Ad Hoc Committee with revisions endorsed by Librarians' Forum and approved by Susan Brynteson, Director of Libraries.
September 10, 1984	Approved and implemented by L. Leon Campbell, Provost.
April 20, 1987	Ad Hoc Library Rank and Promotion Revision Committee appointed by Susan Brynteson, Director of Libraries. Members of the Ad Hoc Committee were Susan Davi, Associate Librarian; Maidel Cason, Associate Librarian; and Richard Shaw, Associate Librarian and Chair.
June 22, 1987	Recommendations of Ad Hoc Committee on Rank and Promotion endorsed by Librarians' Forum and approved by Susan Brynteson, Director of Libraries.
July 3, 1987	Approved and implemented by L. Leon Campbell, Provost.
May 26, 1988	Additional recommendations of Ad Hoc Committee on Rank and Promotion endorsed by Librarians' Forum and approved by Susan Brynteson, Director of Libraries.
June 8, 1988	Approved for July 1, 1988 implementation by L. Leon Campbell, Provost.
July 1, 1988	Implementation date.

January 31, 1991	Ad Hoc Library Rank and Promotion Revision Committee appointed by Susan Brynteson, Director of Libraries. Members of the Ad Hoc Committee were Maidel Cason, Assistant Director of Libraries for Administrative Services; Timothy Murray, Associate Librarian and Chair and Caroline Tibbetts, Associate Librarian.
June 14, 1991	Recommendations of Ad Hoc Committee on Rank and Promotion endorsed by Librarians' Forum and approved by Susan Brynteson, Director of Libraries.
June 17, 1991	Approved for implementation on July 1, 1991 of all but the revised calendar with revised calendar approved for implementation on May 1, 1992, by Richard Murray, Acting Provost.
February 3, 1994	Ad Hoc Committee for the Review of the Rank and Promotion Process appointed by Susan Brynteson, Director of Libraries. Members of the Ad Hoc Committee were Julie Brewer, Senior Assistant Librarian; Maidel Cason, Assistant Director for Library Administrative Services, ex-officio; Margaret Wang, Librarian and Chair; Josephine Williamson, Associate Librarian and Jian-Zhong Zhou, Senior Assistant Librarian.
June 30, 1994	Recommendations of Ad Hoc Committee for the Review of the Rank and Promotion Process approved by Librarians' Forum by paper ballot, June 30, 1994. Approved by Susan Brynteson, Director of Libraries.
September 9, 1994	Following revisions recommended by Melvyn Schiavelli, University Provost, revised document approved by Susan Brynteson, Director of Libraries, Librarians' Forum and Margaret Andersen, Vice-Provost for Academic Affairs for implementation on May 1, 1995.
December 11, 1996	Ad Hoc Committee for the Review of the Rank and Promotion Process appointed by Susan Brynteson, Director of Libraries. Members of the Ad Hoc Committee were: Paul Anderson, Assistant Director for Library Administrative Services, ex-officio; Kristin Antelman, Associate Librarian; Frederick Getze, Associate Librarian; Deborah Ryszka, Associate Librarian and Chair, and Margaret Wang, Librarian.
July 7, 1997	Recommendations of Ad Hoc Committee for the Review of the Rank and Promotion Process approved by Librarians' Forum by paper ballot and forwarded to the Director of Libraries on July 7, 1997.
July 15, 1997	Approved by Susan Brynteson, Director of Libraries.
September 23, 1997	Revised document approved by Melvyn Schiavelli, University Provost, for implementation on May 1, 1998.
February 18, 1998	Index distributed to all members of the Library professional staff.

May 1, 1998	Implementation of revised document.
January 7, 2000	Ad Hoc Library Rank and Promotion Revision Committee appointed by Susan Brynteson, Director of Libraries. Members of the Ad Hoc Committee were Paul Anderson, Assistant Director for Library Administrative Services, ex-officio; Erin Daix, Senior Assistant Librarian; Timothy Murray, Librarian; Nancy Nelson, Associate Librarian and Chair; Deborah Ryszka, Associate Librarian.
June 19, 2000	Recommendations of Ad Hoc Committee for the Review of the Rank and Promotion Process approved by Librarians' Forum by paper ballot and forwarded to the Director of Libraries on June 19, 2000.
June 27, 2000	Recommendations approved by Susan Brynteson, Director of Libraries.
July 13, 2000	Revised document approved by Melvyn Schiavelli, University Provost, for implementation on May 1, 2001.
May 1, 2001	Implementation of revised document.
December 20, 2004	Ad Hoc Library Rank and Promotion Revision Committee appointed by Susan Brynteson, May Morris Director of Libraries. Members of the Ad Hoc Committee were Paul Anderson, Assistant Director for Library Administrative Services, ex-officio; L. Rebecca Johnson Melvin, Associate Librarian and Chair; Nancy Nelson, Associate Librarian; Marie Seymour-Green, Senior Assistant Librarian; Cathy Wojewodzki, Librarian.
June 29, 2005	Recommendations of Ad Hoc Committee for the Review of the Rank and Promotion Process approved by paper ballot on June 15 by librarians in the professional ranks; recommendations forwarded to Susan Brynteson, May Morris Director of Libraries.
July 12, 2005	Recommendations approved by Susan Brynteson, May Morris Director of Libraries.
August 23, 2005	Revised document approved by Daniel Rich, University Provost, for implementation on May 1, 2006.
May 1, 2006	Implementation of revised document.
January 27, 2010	Ad Hoc Committee for the Review of the Rank and Promotion Process appointed by Susan Brynteson, Vice Provost and May Morris Director of Libraries. Members of the Ad Hoc Committee were Paul Anderson, Assistant Director for Library Administrative Services, ex-officio; Meghann Matwichuk, Associate Librarian; Dianna McKellar, Associate Librarian and Chair; Marie Seymour-Green, Associate Librarian; Linda Stein, Librarian.

June 23, 2010	Recommendations of Ad Hoc Committee for the Review of the Rank and Promotion Process approved by paper ballot on June 17, 2010 by librarians in the professional ranks; recommendations forward to Susan Brynteson, vice provost and May Morris Director of Libraries
July 11, 2010	Recommendations approved by Susan Brynteson, vice provost and May Morris Director of Libraries
April 14, 2011	Revised Document approved by Thomas Apple, University Provost, for implementation on May 1, 2011
May 1, 2011	Implementation of revised document.
April 21, 2015	Ad Hoc Committee for the Review of the Rank and Promotion Process appointed by Susan Brynteson, Vice Provost and May Morris Director of Libraries. Members of the Ad Hoc Committee were Shelly McCoy, Librarian and Chair; Dianna McKellar, Librarian; Maureen Cech, Senior Assistant Librarian, Sarah Katz, Senior Assistant Librarian and Paul Anderson, Assistant Director for Library Administrative Services, ex-officio.
September 10, 2015	Recommendations of Ad Hoc Committee for the Review of the Rank and Promotion Process approved by online ballot on September 10, 2015 by librarians in the professional ranks; recommendations forward to Sandra Millard, Interim Vice Provost and Director of Libraries.
September 10, 2015	Recommendations approved by Sandra Millard, Interim Vice Provost and Director of Libraries.
April 16, 2016	Revised Document approved by Dominico Grasso, University Provost, for implementation on May 1, 2016.
May 1, 2016	Implementation of revised document.
February 12, 2020	Ad Hoc Committee for the Review of the Rank and Promotion Process appointed by Trevor Dawes, Vice Provost for Libraries and Museums and May Morris University Librarian. Members of the Ad Hoc Committee were Sarah Katz, Associate Librarian, Reference and Instructional Services Department, co chair; Curtis Small, Senior Assistant Librarian, Special Collections and Museums, co chair; Maisha Carey, Senior Assistant Librarian, Office of the Vice Provost; Meghann Matwichuk, Associate Librarian, Multimedia Collections and Services Department; Dianna McKellar, Librarian, Reference and Instructional Services Department; Julie Brewer, Associate University Librarian for Human Resources and Organizational Development, ex-officio.

July 27, 2020	Recommendations of the Ad Hoc Committee for the Review of the Rank and Promotion Process approved by online ballot on July 27, 2020 by members of the librarian peer group; recommendations sent to Trevor Dawes, Vice Provost for Libraries and Museums and May Morris University Librarian.
December 1, 2020	Recommendations approved by Trevor Dawes, Vice Provost for Libraries and Museums and May Morris University Librarian.
December 10, 2020	Revised Document approved Robin Morgan, University Provost, for implementation on May 1, 2021.
May 1, 2021	Implementation of revised document, dated 2021.
November 29, 2021	Ad Hoc Committee for the Review of the Rank and Promotion Process appointed by Trevor Dawes, Vice Provost for Libraries and Museums and May Morris University Librarian. Members of the Ad Hoc Committee were: John Caldwell, Associate Librarian and Coordinator of Political Papers and Electronic Records, Special Collections and Museums; Theresa Hessey, Assistant Librarian and Digital Collections Librarian, Digital Collections and Preservation; Jennifer MacDonald, Associate Librarian and Coordinator, Special Collections Cataloging Unit, Cataloging and Metadata; Meghann Matwichuk, Librarian and Film and Video Collection Librarian, Collections and Resource Sharing; Molly Olney-Zide, Associate Librarian and Instruction and Outreach Librarian and UDLib/SEARCH Training Coordinator, Student Success and Curriculum Partnerships; Curtis Small, Associate Librarian and Coordinator, Public Services, Special Collections and Museums
April 11, 2022	Recommendations of the Ad Hoc Committee for the Review of the Rank and Promotion Process approved by online ballot on April 11, 2022 by members of the Library, Museums and Press peer group; recommendations sent to Trevor Dawes, Vice Provost for Libraries and Museums and May Morris University Librarian.
April 12, 2022	Recommendations approved by Trevor Dawes, Vice Provost for Libraries and Museums and May Morris University Librarian.
April 21, 2022	Revised Document approved by Robin Morgan, University Provost, for implementation on May 1, 2023.
May 1, 2023	Implementation of revised document.

APPENDIX VIII: GENERIC ANNUAL CALENDAR

At the beginning of each promotion cycle, the Rank and Promotion System Administrator will distribute a calendar that will reflect the actual dates the promotion process will follow for that year. This calendar will accompany the notice informing incumbents that they may apply for promotion. Please refer to the calendar distributed at the beginning of the promotion cycle for dates that will be in effect for that year.

NOTE: This generic annual calendar is intended to describe the closest working date or latest possible date for these activities. Minor adjustments to the promotion calendar may be necessary due to circumstances outside the promotion process.

May 1	Distribution of ballots for vacancies on the Promotion Committee
May 7	Ballots for vacancies on the Promotion Committee tabulated. Results of the Promotion Committee election announced after those elected have been notified
June 1	Distribution of ballots for vacancies on the Appeals Committee
June 7	Ballots for vacancies on the Appeals Committee tabulated. Results of the Appeals Committee election announced after those elected have been notified
June 30	Latest date for the first meeting of the Promotion Committee; chair elected
July 1	Beginning of the promotion cycle. Notice and calendar sent by the Rank and Promotion System Administrator on closest working date.
July 30	Latest date for the first meeting of the Appeals Committee, chair elected
August 15	Letter stating intention to apply for promotion due to the Rank and Promotion System Administrator
September 7	Promotion dossiers due to the Rank and Promotion System Administrator
November 1	All letters of reference due to the Promotion Committee
November 30	Deadline for candidate(s) to add materials to dossier
January 15	Committee recommendation(s) communicated in writing to candidate(s) no later than this date

January 22	<p>Letter of intention to forward or withdraw application due to the Rank and Promotion System Administrator</p> <p>Committee recommendations and dossiers of candidate(s) who wish to remain under consideration are sent to the no later than this date</p>
February 25	<p>Recommendations of the Vice Provost for Libraries and Museums communicated in writing to the candidate(s) and the Promotion Committee no later than this date</p>
March 3	<p>Letter of Appeal due to the Rank and Promotion System Administrator</p>
March 4	<p>Recommendations of the Vice Provost for Libraries and Museums and dossiers of candidate(s) who wish to remain under consideration for promotion are sent to the University Provost for approval</p>