TENURE POLICY AND CRITERIA
University of South Carolina
Library Faculty, Columbia Campus
June 25, 2010

INTRODUCTION

The University of South Carolina is a comprehensive research institution offering academic programs in diverse fields. University faculty exercise pivotal responsibility in the development, delivery, and evaluation of these programs. The library faculty is primarily a service rather than a teaching or research faculty. Its members are partners with the teaching faculty and administration in maintaining and enhancing the quality of instruction, research, and service at the University. In keeping with University policies, the tenure policy of the Libraries is designed to contribute to the academic and scholarly excellence of the University by fostering high standards of librarianship.

The Libraries are under the overall supervision of the Dean of University Libraries, hereinafter referred to as the Dean. The library faculty, Columbia Campus, hereinafter referred to as the library faculty, consists of the faculty in the University Libraries. The role of these units is to acquire and access materials in support of the University's programs, to organize them physically and bibliographically, to facilitate access to them through the appropriate technologies, to preserve them, and to provide assistance to faculty, students, and others in using these materials and services for the retrieval of information. This complex mission requires an awareness of technological advances, database files and services, research collections, and other means by which the librarian connects users and information. Successful performance of this role requires that librarians be involved in, aware of, and responsive to the information needs of academic programs while working within generally accepted standards and established policies.

APPOINTMENT

Terms of appointment shall follow institutional procedures for all faculty as outlined in the University's Policies and Procedures Manual. At the time of appointment, all faculty members are to be advised of the University's renewal and tenure procedures and provided a copy of the Libraries' Tenure Policy and Criteria. Candidates for appointment are normally expected to hold the master's degree in library science from an institution accredited by the American Library Association or in another professionally appropriate discipline.

TENURE POLICY

This document outlines the procedures followed by the Libraries in implementing University tenure guidelines as specified in the University's Faculty Manual. Any issues not specifically referred to in this document are governed by those guidelines. The policy statement will be reviewed on a regular basis by the Libraries Select Tenure Committee.

Any recommended changes will be forwarded to the library faculty for approval.

It is the responsibility of the unit to keep and maintain all of the unit's tenure criteria and procedures and to give the Provost's Office copies of all unit criteria and procedures.

SUMMARY FOR THE CANDIDATE

The Provost's office annually issues instructions for making an application for tenure. Each candidate is expected to follow these instructions and is responsible for the preparation of the file. Relevant data for a tenure file include information from the candidate's vita, a statement by the candidate, letters of recommendation and other evaluations of the candidate's work submitted by colleagues, members of the USC – Columbia teaching faculty and outside reviewers, and material written or prepared by the candidate. Evidence of the following must be provided:

- Librarianship in the candidate's area(s) of expertise
  - Experience at the University of South Carolina and elsewhere
  - Effective oral and written communication skills
- Service activities

If the candidate has been active in the area of research and scholarship , evidence of this activity should also be included in the file.

The faculty member has the choice of using unit criteria in effect at the time hired, or the unit criteria in effect when the candidate is going up for tenure.

TENURE CRITERIA

All candidates for tenure must demonstrate a consistently high standard of performance in Librarianship and Service. A consistently high standard of performance for Librarianship and Service equates at least Excellent, as defined in this document. Librarianship, because it contributes most directly to the academic community, is the most important consideration for the granting of tenure. A record of Research and Scholarship is not required but would add strength to a candidate's file. Tenure shall be granted upon demonstration of the following:

Librarianship refers to competence, creativity and initiative in the performance of professional responsibilities, effectiveness in applying subject knowledge and bibliographic techniques in managing library collections, skills in meeting user needs and in stimulating wider use of resources, and development of administrative skills necessary for the operation of the library, i.e., the duties and activities which constitute the librarian's primary responsibilities. The following list is not exhaustive, nor are the items listed in rank order; candidacy need not be supported by all items listed:

1. Developing library resources through the selection and acquisition of library

materials.
2. Instructing and advising library users and colleagues, both formally and informally, in the efficient and effective use of library resources.
3. Extending access to library resources through bibliographic control.
4. Demonstrating effective communication skills.
5. Using appropriate bibliographic tools to assist library users in information acquisition.
6. Organizing bibliographic and other information files.
7. Developing innovative programs that facilitate the delivery of library or informational services.
8. Improving departmental performance through creative problem solving.
9. Pursuing continuing education or professional development in library science or other relevant fields through formal coursework, workshops, seminars, etc.
10. Extending access to library resources or developing additional resources through the creation of web pages or by other technological means.
11. Ensuring continuing access to library collections through implementation of preservation and conservation policies, training, and treatments.
12. Providing efficient access to materials through document delivery, interlibrary loan, or other means.
13. Implementing or developing automated systems designed to enhance access to library resources or to improve overall or departmental performance.
14. Communicating and cooperating with faculty, students, and library staff in furthering the objectives and priorities of the Library and the University.

Descriptive terms used for tenure in the area of Librarianship

Outstanding   Examples of outstanding performance may include, but are not limited to:

- creative problem solving that improves or enhances departmental performance,
- demonstrating initiative in the development of new projects and/or innovative programs,
- taking a leadership role in the provision or development of services,
- cooperating with other libraries and institutions to facilitate research and to develop regional and national library services,
- development of administrative skills necessary to provide leadership.

Excellent   Examples of excellent performance may include, but are not limited to:

- demonstrating subject knowledge and professional expertise used to build, organize, and preserve collections,
- demonstrating subject knowledge and professional expertise necessary to meet user needs and stimulate wider use of resources,
- employing knowledge of foreign languages,
- translating knowledge of the curriculum and University policies into

effective Library services and collections,
- assessing and monitoring changing research patterns and trends in order to anticipate user needs,
- skillfully using teaching and training techniques,
- Encouraging others to reach their highest potential by fostering an atmosphere of open communication and receptiveness to suggestions and criticism,
- teaching University courses.

Good   Examples of good performance may include, but are not limited to:

- demonstrated ability in the performance of the primary job assignment,
- development of skills necessary to meet user needs and stimulate wider use of resources,
- demonstrated oral and written communication skills,
- demonstrating an awareness of community and University issues and concerns as they affect the Library,
- sustained professional development through participation in continuing education activities, reading of professional literature, or monitoring relevant electronic discussion lists,
- strong potential for further development.

Fair   Examples of Fair performance may include, but are not limited to:

- minimally acceptable ratings in the performance of the primary job assignment
- minimally acceptable development of skills necessary to meet user needs
- minimally acceptable oral and written communication skills
- minimally acceptable demonstration of awareness of community and university issues and concerns as they affect the library
- minimally acceptable demonstration of professional development
minimally acceptable potential for further development

Unacceptable   Candidate's job performance is consistently assessed as ineffective.

Assessment of Librarianship is supported through administrative review, internal and external peer review, and letters from colleagues.

Service refers to participation in institutional governance, successful service on committees, contributions to the educational component of the Division, and sharing professional knowledge with the University and the community. Service also refers to activity in local, state and national professional organizations, especially serving as an officer in such an organization or serving on a committee of such an organization. The following list is not exhaustive, nor are the items listed in rank order; candidacy need

not be supported by all items listed:

1. Participating actively, or assuming a leadership role, in Library or Division committees, task forces, and other in-house forums.
2. Participating in University governance and/or committee work.
3. Participating substantially in the management of community projects under the auspices of the University, the Division, or the Library.
4. Participating in community organizations or activities.
5. Serving as chair or member of a committee, or as an officer of a local, state, regional, national, or international professional organization,
6. Actively participating in the regular meetings of professional organizations.
7. Receiving recognition for professional activities, awards, honors, etc.
8. Organizing and programming workshops, professional meetings or conferences, etc.
9. Consulting or assisting in a professional capacity.

Descriptive terms used for tenure in the area of Service

Outstanding   Examples of outstanding performance may include, but are not limited to:

- University level committee assignments,
- consulting in a professional capacity,
- serving a professional organization as an officer or as a committee chair,
- recognition for professional activities such as the receipt of awards or honors,
- planning workshops, professional meetings, or conferences.

Excellent   Examples of excellent performance may include, but are not limited to:

- University governance,
- serving a professional organization on a committee,
- leadership roles in community organizations or activities
- active participation in Library committees or task forces,
- participation on search committees,
- active participation in Division committees or task forces,
- supervising internships,
- sharing of professional knowledge as a guest presenter to a class.

Good   Examples of good performance may include, but are not limited to

- active participation in community organizations or activities,
- active participation in regular meetings of professional organizations,
- holding memberships in appropriate professional organizations.

Fair   Examples of fair performance may include, but are not limited to:

- minimal participation in community organizations or activities
- minimal participation in regular meetings of professional organizations

Unacceptable   Candidate's service record in quality and quantity is consistently assessed as ineffective.

Assessment of service is supported through administrative review, internal and external peer review, and letters from colleagues.

RESEARCH and SCHOLARSHIP refers to activities related to inquiry and research, for example, publication in professional and peer-reviewed, scholarly journals, presentation of papers, and reviews of books or other resources. The following list is not exhaustive, nor are the items listed in rank order; candidacy need not be supported by all items listed:

1. Publishing professional or scholarly articles, book chapters, or monographs.
2. Presenting papers, moderating or participating in panel discussions, etc.
3. Contributing as author, editor, indexer, or translator to publications in any format.
4. Preparing research reports.
5. Reviewing books, databases, software, etc.
6. Preparing bibliographies, guides, or web pages, which significantly enhance access to and use of information resources.
7. Submitting grant proposals and serving as principal investigator.
8. Preparing and mounting exhibits.
9. Preparing and presenting poster sessions.

Descriptive terms used for tenure in the area of Research and Scholarship

Outstanding   Examples of outstanding performance may include, but are not limited to:

- contributing as author, editor, indexer, or translator to state, regional, or national publications in any format,
- publishing professional or scholarly peer-reviewed articles, book chapters, or monographs.
- submitting a successful grant proposal and serving as the Principal Investigator (PI).

Excellent   Examples of excellent performance may include, but are not limited to:

- presenting papers at professional conferences,
- submitting a successful grant proposal and serving as principal investigator,
- moderating or participating   in panel discussions at a regional, national, or international level,

	• preparing and mounting in-depth exhibitions. •
Good	Examples of good performance may include, but are not limited to: • moderating or participating in panel discussions at local or state level, • publishing reviews, • preparing and mounting exhibits or poster sessions, • contributing as an author, editor, indexer, or translator to local publications and newsletters in any format.
Fair	Examples of fair performance may include, but are not limited to: • Moderating or participating in panel discussions within the University Libraries system • Making presentations within the University Libraries system
Not applicable	A rating of "not applicable" may be used for Research and Scholarship since performance in this area is encouraged but not required for tenure. No candidate's scholarly activity will be considered "unacceptable."

Assessment of scholarly performance is supported through administrative review, external peer review, and letters from colleagues.

CONSIDERATION FOR TENURE

Each year all non-tenured, tenure-track faculty may be considered for tenure. The Dean will write the eligible faculty member in April of each year asking if they wish to be considered for tenure. Normally, untenured faculty seek tenure during their sixth year in the tenure track; candidates who apply earlier should demonstrate performance equivalent to that which is expected of a sixth-year candidate. The maximum probational period for professional librarians is service for seven years at the University of South Carolina, notwithstanding the exceptions allowed in the Faculty Manual under "Calculation of Probationary Period." The tenured library faculty will consider and vote on all eligible persons except those who waive, in writing, consideration until the following year. The tenured library faculty will consider for tenure each faculty member in the penultimate year of a probationary appointment, as defined in the member's letter of appointment. To coincide with the University's promotion and tenure schedule, library faculty enter the tenure track on August 16 or January 1, whichever date is closest to the first day of employment. Movement between tenure track and non-tenure track may not occur in the penultimate year without the approval of the tenured and tenure-track library faculty.

Candidates for library faculty appointments may be recommended for tenure on appointment by a favorable vote of the tenured faculty. A favorable vote is defined as a simple majority of the votes cast, not counting abstentions.   An abstention vote does

not count towards the total votes for the candidate in determining the existence of a majority vote. Consistency and durability of performance are relevant factors in evaluating faculty for tenure; the length of service which a faculty member has completed is a valid consideration in formulating a tenure recommendation.

OTHER MATTERS

Candidates for faculty positions may be tenured on appointment. The policies for casting and counting ballots outlined above must be followed before an offer of appointment with a recommendation for tenure is made.

Librarians with prior faculty appointments at other institutions of higher learning may have shorter probationary periods, as defined in their letter of appointment.

The shorter probationary period will run on the same time-line as a regular tenure time line. In a normal appointment, the faculty member goes up for tenure review in his or her fifth year of employment at USC. If, for example, the faculty member goes up for tenure during the fourth year of employment, the faculty member's record of four years at USC and one year at a prior institution of higher education will be reviewed. If the faculty member goes up for tenure during the third year of employment, the faculty member's record of three years at USC and two years at a prior institution of higher education will be reviewed. And so on.

PROCEDURES – LIBRARIES SELECT TENURE COMMITTEE

The primary responsibility for the application of all tenure procedures shall rest with the tenured members of the library faculty, who will be represented by a select committee called the Libraries Select Tenure Committee, hereinafter referred to as the Committee. The primary purpose of the Committee is to evaluate the progress toward tenure of tenure-track faculty and make recommendations to the tenured library faculty regarding tenure decisions. The Committee shall consist of seven members of the tenured library faculty. Committee members will serve staggered three-year terms. No person shall serve more than three years consecutively as a member of the Committee. Elections will take place each spring, with balloting restricted to the tenured library faculty. Voting will be by secret ballot. Each year the Committee shall elect a chair from among its seven members.

The Committee shall ensure that all tenure files are complete and ready for inspection by the tenured faculty in accordance with the calendar established by the Provost's Office. The Committee will include reviews of each candidate from at least   five outside individuals. These reviewers will normally share the candidate's area of professional specialization. Outside reviewers should not be solicited from the candidate's thesis advisers, co-authors, or colleagues with whom the candidate served at other institutions. Each reviewer will be provided a copy of the candidate's vita, personal statement, samples of scholarship, a copy of the Tenure Policy and Criteria, and a cover letter from the Committee specifying parameters for the review. All reviewers must be asked to

disclose any relationship or interactions with the candidate. All reviews received by the Committee will become a part of the candidate's file.

In addition to external peer reviews, statements by the immediate supervisor, annual and third year tenure review letters, and internal peer reviews will be placed in the tenure file, as appropriate. The Committee will also ensure that all letters of recommendation and other evaluations of the candidate's work submitted by colleagues, members of the USC – Columbia teaching faculty, and others, are included in the file prior to the its inspection by tenured library faculty. The results of all votes of the Committee and the tenured library faculty will be included before the file is forwarded.

CONFIDENTIALITY

The University's policy is to provide the candidate with the fullest possible access to their files subject to established rules of confidentially. The proceedings of the Committee regarding tenure cases shall be confidential with respect to all written materials received and all discussions of individual cases. Letters from colleagues, administrators, outside evaluators, and others will be treated as confidential unless explicitly collected with a different understanding. In accordance with the South Carolina Freedom of Information Act, the candidate for tenure may request a copy of his/her file from the General Counsel Office. Identifying material is redacted prior to the file being given to the candidate.

VOTING

The Committee will vote first on all applications for tenure. The Committee will note its recommendation in each file, append its vote justification to each file, and inform the faculty when the files are ready for their inspection. In addition to external peer reviews, statements by the immediate supervisor, annual and third year tenure review letters, and internal peer reviews will be placed in the tenure file, as appropriate.

Once the Committee has voted, the rest of the tenured Library Faculty vote. Only tenured library faculty may vote on an application for tenure. Faculty members on leave may vote if they notify the Dean in writing before beginning leave, and prior to the eligible faculty's vote, but they must review the file before casting a ballot. Each voting library faculty member will be given a secret ballot, even if the Committee does not recommend tenure. Each voting faculty member will vote "yes," "no," or "abstain." The results of all votes of the Committee and the tenured library faculty will be included in the file. Ballots are provided by the Provost's Office and are official University forms.

Each vote must provide for the file a written justification on the ballot itself. Justification need not be signed, but must be clearly identified as such and must state how the author voted.

A majority vote of the tenured faculty will determine if the recommendation is positive or negative. Abstentions will not be counted towards the total votes for candidates in determining any appropriate majority. If the candidate received a favorable vote, the

unit administrator (i.e., University Librarian for Processing Services, Public Services, or Special Collections) shall write a letter assessing the candidate's qualifications and make a recommendation. If the unit administrator is a candidate, there will be no such statement. The file, including the ballots, justifications, and the unit administrator's letter, if any, will be forwarded to the Dean. The Dean will review the file, add an assessment, and forward the file to the Provost.

APPEALS AND GRIEVANCES

Candidates receiving a non-favorable vote may request a meeting with the Chair of the University Libraries Select Tenure Committee for a synopsis of the vote justifications. An indication of the strength of the vote of the faculty will be given, without attribution. Candidates wishing to appeal the unit's decision should follow procedures outlined in the USC Columbia Faculty Manual.

Approved by University Libraries Faculty (January 17, 2001)
Revised and Approved by University Libraries Faculty (April 25, 2001)
Approved by University Committee on Tenure and Promotion (May 2001)
Revised and Approved by University Libraries Faculty (January 22, 2012)
Approved by University Committee for Tenure and Promotion (March 21. 2012)