

IUPUI Library Faculty Handbook

APPROVED **September 26, 2017**

References to and quotations from other existing guidelines and policies are color-coded in blue.

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Section I: OVERALL STRUCTURE OF LIBRARY FACULTY GOVERNANCE

A. Bylaws of the IUPUI Library Faculty

The Bylaws of the IUPUI Library Faculty can be found in Appendix 1.

B. Authority of the IUPUI Library Faculty

IUPUI Library Faculty provides oversight of promotion and tenure for all appointed professional librarians on the campuses of IUPUI and IUPUC. [The authority of the IUPUI Library Faculty is given in the IUPUI Faculty Guide, Governance at IUPUI section \(link to current Guide can be found on the IUPUI Office of Academic Affairs website\).](#)

C. IUPUI Faculty Council

IUPUI Faculty Council (IFC) is the faculty governance organization for all appointed faculty on the campuses of IUPUI and IUPUC. [Per the IUPUI Faculty Guide, IFC is comprised of elected unit representatives, elected at-large representatives from the campus faculty, and ex officio administrative members. Librarians may be elected to the IFC as at-large representatives or as representatives of the University Library or their associated professional school.](#)

D. Indiana University Libraries

No University-level librarian faculty governance organization currently exists. Instead, the libraries of Indiana University work together as needed to complete group purchases of library resources, manage the shared online catalog and advocate for libraries at the University-level. All directors or deans of IU libraries are members of the Council of Head Librarians which meets three times per year to discuss issues of university-wide interest and to plan and authorize joint endeavors.

Another way in which Indiana University libraries work together is through the Indiana University Librarians Association (InULA), which has a twofold purpose that does not include faculty governance. InULA's purpose is to (1) to promote excellence in library service and (2) to provide opportunities for continuing education and professional development. InULA sponsors programs and workshops, publishes a newsletter, and gives Research Incentive Grants to support the research of its members, among other activities. Information regarding membership and programming is available on the InULA website (see Appendix 6).

E. University Faculty Council

University Faculty Council (UFC) is the faculty governance organization for all appointed faculty of Indiana University. [Per the UFC Constitution, the voting membership of the UFC is composed of elected faculty \(including librarians\), ex-officio members, and students. Each campus elects one faculty representative for each 200 voting members \(tenured and tenure-track faculty\) on said campus.](#)

Section II: HISTORY OF THE IUPUI LIBRARY FACULTY

A. This section will be forthcoming.

Section III: ACADEMIC APPOINTMENTS

A. Academic Appointment Types

The following academic appointments for librarians are excerpted from the Indiana University Policy “Classification of Academic Appointments” (ACA-14).

1. Tenure-Track Appointments

“Tenure-track librarians have responsibility for performance (of librarianship duties), professional development/research/creative activities, and service. Librarians have a master’s degree from an American Library Association-accredited library school or the equivalent professional credentials or a graduate degree in other professional or scholarly fields where appropriate. Titles: Librarian, Associate Librarian, and Assistant Librarian.”

2. Visiting Appointments

“Visiting appointments are appropriate where there is a temporary need, for example, to fill the place of an appointee on leave, where there is an increased need for academic personnel in circumstances where there is uncertainty the need will continue, or where a position has become available or open with insufficient lead time to conduct an appropriate search.” A visiting appointment may continue for no more than two years, except in special circumstances approved by IUPUI’s Chief Academic Officer. This is not a tenure-track appointment.

3. Adjunct Appointments

“Adjunct appointments are appropriate for individuals who have expertise useful for the accomplishment of the unit’s mission where that expertise is not available in the unit’s regular faculty. An adjunct appointee does not participate in faculty governance in the unit in which an adjunct appointment is held. Those with adjunct appointments fall within three groups: individuals whose principal employments are outside the university; those whose principal employments are within the University in positions for which teaching is not an appropriate responsibility; and faculty whose work in a second academic unit justifies a courtesy appointment in that unit.” Adjunct appointments are part-time.

B. Position Descriptions

Each librarian shall be provided with a position description from their respective library administration.

C. Salary Information

Faculty salary increases are based on merit and performance. The Indiana University Policy “Access to and Maintenance of Academic Employee Records” stipulates that compensation is public record. For more information on salary policy, see the IUPUI Faculty Guide, Salary Information section.

D. Policies and Procedures for Access to Records

The Indiana University Policy “Access to and Maintenance of Academic Employee Records” outlines both employee information that is part of the public record as well as how employee records can be accessed by University administrators and the employee. See the Policy for more information.

Section IV: PROMOTION AND TENURE

A. Appointment and Tenure-Probationary Period

1. *Notice of Terms of Initial Appointment*

The following is excerpted from the Indiana University Policy “Reappointment and Non-Reappointment During Probationary Period” (ACA-22).

- a. Before a librarian is appointed to a library rank in the University, the initial salary, rank, years as a librarian elsewhere creditable toward tenure, and duration of the initial appointment and of the probationary period shall be stated in writing and placed in the possession of the University and the librarian.
- b. The librarian shall also be advised in writing, before or at the time of the initial appointment, of the criteria and procedures employed in recommendations and decisions about reappointment and the award of tenure specified in Indiana University Policies, the IUPUI Faculty Guide, and IUPUI Library Faculty documents.
- c. The librarian shall acknowledge in writing at the time of acceptance of the appointment that the conditions and terms of the initial appointment, as well as the criteria and procedures for reappointment and tenure, are agreed to.

2. *Tenure-Probationary Period Timeline*

- a. The “tenure-probationary period” is the time between appointment as a librarian and the grant of tenure. Typically, this period is seven years, but tenure may be conferred at the time of initial appointment or after less than seven years.
- b. During the tenure-probationary period, the librarian undergoes annual reviews and a three-year formative review. Then, no later than the sixth year of probationary service, there is a review leading to a recommendation of tenure or non-reappointment.
- c. The tenure-probationary period is determined by the Office of Academic Affairs at the time of appointment.
- d. IUPUI Librarians are subject to the Indiana University Policy “Faculty and Librarian Tenure” (ACA-37). In this policy, you will find further details on:
 - the tenure-probationary period;
 - credit for time at other institutions; and
 - non-reappointment.
- e. In addition, IUPUI has its own policies on early tenure and promotion as well as stopping the tenure clock. For these policies, refer to the IUPUI Faculty Guide’s IUPUI Tenure and Promotion Policies and Procedures section.

3. *Policies Governing Appointment, Reappointment, and Non-Reappointment of Librarians*

During the tenure-probationary period, appointments are usually for a period of one to three years and are renewable. Per the IUPUI Faculty Guide, “the reappointment

recommendation constitutes a written form of review. After the period of initial appointment, reappointment is considered annually until the end of the probationary period, and thereafter, for non-tenured faculty, at intervals one year prior to the end of a multi-year appointment.”

See also the Indiana University Policy “Reappointment and Non-Reappointment During Probationary Period” (ACA-22).

4. Annual Review

Per the IUPUI Faculty Guide, the annual review is designed to provide input on the faculty member’s progress in all three areas of evaluation (Performance, Professional Development, and Service for librarians) leading up to the tenure review and to promotion. Information provided in annual reviews is also used by library administration in salary recommendations and other assessments. To be most beneficial to the faculty member, these reviews should be candid and critical appraisals of the faculty member’s work, and should call attention to weaknesses as well as strengths. Although campus and University policies do not require annual peer reviews, they are strongly recommended.

To facilitate the annual review process, each librarian is responsible for completing and filing a faculty annual report detailing their productivity for the year. Each library handles its own annual reviews, and may use forms and procedures dictated by the schools to which they belong. The three areas of evaluation (performance, professional development, and service for librarians) are the minimum categories for review. Other areas, such as professionalism, may also be included in a librarian’s annual review. Consult with your supervisor for guidance through the annual review process.

5. Three-Year Formative Review

The three-year formative review is essentially:

- A no-risk opportunity for tenure-track librarians to receive objective guidance about their progress towards promotion and tenure thus far from colleagues who want to see them succeed;
- A “practice run” for the future promotion and tenure dossier.

a. IUPUI Policy

Per the IUPUI Faculty Guide, a three-year formative review is conducted for all faculty members during the spring semester of the third year of their tenure-track appointment “to ensure that all tenure-probationary faculty members benefit from helpful and meaningful assessments of their progress toward promotion and tenure near the mid-point” of their tenure-probationary period. The IUPUI Faculty Guide outlines the following applicability of the three-year formative review (Review). The remaining sections on the Review are grounded in IUPUI Policy, but specifically address procedures and policies for librarians.

b. Applicability

This policy applies to all tenure-probationary faculty members at IUPUI, with the exceptions noted immediately below. The term “third year” refers to the third full academic year of the tenure-probationary faculty member’s appointment. However, faculty members who enter with one year of credit toward tenure are in their “third year” during their second full academic year of appointment, and those who enter with two years of credit are in their “third year” during their first full academic year of appointment. Those who enter either with tenure or with more than two years of credit toward tenure are exempt from the

Review.

c. Documentation and Reporting

The documentation required in the submission from the librarian under Review to their immediate supervisor includes:

- Candidate's summary statement (≤ 5 pages)
 - Succinct statement calling attention to the librarian's accomplishment in performance, professional development, and service.
 - Clearly state anticipated area(s) of excellence and secondary criterion.
- Detailed vita in prescribed format ([links to CV format available on IUPUI Office of Academic Affairs website under Promotion and Tenure Resources](#))

These materials are then reviewed by the librarian's immediate supervisor, library's primary/school committee, the Library Faculty Promotion & Tenure Committee, and the library's dean/director (order of review may vary by library). Each reviewer/reviewing body's written assessment should include evaluation of progress toward promotion and tenure, using the Suggested Standards for Evaluation Librarians. If a reviewer/reviewing body identifies any problems, their assessment must include specific suggestions for remedy aimed at helping the faculty member and the faculty member's department or unit in their efforts to rectify the problems. A copy of each written assessment, whether by the Committees or the dean/director, shall be communicated to the faculty member under review within three days of the time it is completed.

To ensure that the Review is properly conducted for all applicable tenure-probationary faculty members, the dean of each school shall be responsible for submitting copies of all reports on all tenure-probationary faculty members who have been reviewed to the Office of Academic Affairs by May 31 each year.

The documentation required in the submission to the Office of Academic Affairs includes:

- Candidate's summary statement (≤ 5 pages)
 - Succinct statement calling attention to the librarian's accomplishment in performance, professional development, and service.
 - Clearly state anticipated area(s) of excellence and secondary criterion.
- Detailed vita in prescribed format ([links to CV format available on IUPUI Office of Academic Affairs website under Promotion and Tenure Resources](#))
- Supervisor's evaluation
- Primary Peer Review Committee evaluations (if applicable)
- Position description or equivalent
- Brief summary of pre-IUPUI professional activities (if applicable)

The campus-wide deadline for three-year reviews is set by Academic Affairs. For earlier deadlines and timetables leading up to this deadline, especially the due date for your statement and vita, consult your library unit or professional school's guidelines or your supervisor. Typically, your statement and CV are due to your immediate supervisor in mid-February.

d. Limitation on the Use of the Review

As stated in the IUPUI Faculty Guide, "[T]he thrust of the Review shall be to help the tenure-probationary faculty member to succeed. The Review and its findings shall NOT be used by

the department chair or the school dean, or the Office of the Dean of the Faculties, as the basis for a tenure decision, a pre-tenure decision, a reappointment or non-reappointment decision, or any personnel action of like kind. The tenure-probationary faculty member is not limited in the use of the Review.”

B. Promotion & Tenure

The following is excerpted from the Indiana University Policy “Faculty and Librarian Promotions” (ACA-38).

1. Librarian Ranks

- a. **“Librarian”** is the rank for librarians whose performance as Associate Librarians has been superior and whose professional development, research and/or creativity, and service have resulted in the attainment of state, regional, or national recognition in the library profession. Tenure normally accompanies this title when Librarian rank is conferred at time of appointment.
- b. **“Associate Librarian”** is the title for librarians who have excelled in performance as Assistant Librarians and whose professional development, research and/or creativity, and service show continued improvement. Tenure is normally attained in this appointment; however, promotions to this title may be made before the sixth year without granting tenure.
- c. **“Assistant Librarian”** is the title for librarians who have had at least two years of appropriate experience; whose performance has met and fulfills the requirements of operational standards; whose professional development, research and/or creativity, and service have been satisfactory; and who show potential for meeting the criteria for promotion to Associate Librarian. Time spent as assistant librarian is counted toward tenure. In exceptional cases, librarians may be tenured in this appointment.
- d. **“Affiliate Librarian”** is the title for librarians who have (1) a master’s degree from an American Library Association accredited library school or the equivalent professional credentials or a graduate degree in other professional or scholarly fields where appropriate and (2) less than two years of appropriate experience. This title shall not be held longer than three years. The second evaluation must be followed by a recommendation resulting in (1) promotion, (2) a one-year terminal appointment, or (3) continuation as affiliate librarian based on extenuating circumstances (e.g., illness) which shall be explained to justify such continuation. Time spent as affiliate librarian is counted toward tenure.

2. Criteria for Promotion & Tenure

The following contains excerpts from the Indiana University Policy “Faculty and Librarian Promotions” (ACA-38). For detailed information about each of these criteria as they apply to IUPUI librarians, please refer to Suggested Standards for Evaluating Librarians (as adopted by IUPUI Library Faculty, February 13, 2008) in Appendix 2.

“Performance of Librarianship duties, professional development/research/creative activities, and service to the profession, university, and community are long standing University promotion criteria for librarians. Promotion considerations must take into account, however, differences in mission among campuses, and among library units within some campuses, as well as the individual librarian’s contribution to the library/campus

mission. The relative weight attached to the criteria above should and must vary accordingly. In all cases the candidate's total record should be assessed by comprehensive and rigorous peer review. Promotion to any rank is a recognition of past achievement and a sign of confidence that the individual is capable of greater responsibilities and accomplishments."

a. A librarian is assessed in three categories:

i. Performance

- The prime requisites of an effective librarian are intellectual competence, integrity, proficiency and a willingness to cooperate with others in carrying out the responsibilities of his/her position in the library. Evidence must show that the librarian uses professional experience, knowledge of appropriate research and creativity to solve problems, improve services, innovate, and lead. Recommendations for an individual's promotion should include evidence drawn from such sources as the collective judgment of peers, faculty and colleagues, who have been closely associated with or have some knowledge of the candidate's work.

ii. Professional development/research/creative activities

- A librarian who is responsive to the demands of the profession keeps abreast of the latest developments in Librarianship and makes original contributions through professional development/research/creative activities. Assessment of the quality of professional development/research/creative activities is based on evidence of the impact of such work on the development of the librarian and the advancement of the profession, among other factors.

iii. Service

- A librarian is expected to assume service responsibilities. Assessment of the quality of service is based on evidence of its impact on furthering the goals of the library, the specific campus, the University, the community and the advancement of the profession, and its effect on the development of the individual, among other factors."

3. Expectations

a. Tenure

- i. The candidate must be excellent in performance and satisfactory in the areas of professional development, research and/or creativity, and service. All a candidate's relevant professional experience may contribute to the tenure case.

b. Promotion from Assistant Librarian to Associate Librarian.

- i. Per the IUPUI *Guidelines for Preparing and Reviewing Promotion and Tenure Dossiers*, a librarian candidate for promotion from assistant to associate must excel in performance, be beyond satisfactory in one of the other two criteria, and be at least satisfactory in the third area. A candidate's entire time in rank (both at IUPUI and other institutions) contributes to the promotion case.
- ii. Excellent performance of Librarianship duties is the primary criterion. Professional development/research/creative activities and service are secondary criteria. The

candidate must demonstrate continued improvement beyond the satisfactory level in one and be satisfactory in the other. If professional development is the secondary criterion, the librarian demonstrates a definite continuing program of relevant professional contributions and activities. If service is the secondary criterion, the librarian demonstrates a definite continuing commitment to service that reflects favorably on the University and the libraries, marked by increased levels of responsibility.

c. Promotion from Associate Librarian to Librarian.

- i. Per the IUPUI *Guidelines for Preparing and Reviewing Promotion and Tenure Dossiers*, a librarian candidate for promotion from associate to full must excel in performance, excel in one of the other two criteria, and be at least satisfactory in the third area. A candidate's entire time in rank (both at IUPUI and at other institutions) contributes to the promotion case.
- ii. Promotion is based upon achievement beyond the level required for Associate Librarian. The librarian must have demonstrated an extraordinary ability and level of Librarianship which stimulates/ inspires others. Wherever feasible he or she should have demonstrated the ability to direct the work of others, mentor students or train staff and colleagues. If professional development/research/creative activities is the secondary criterion, the candidate should have shown a continued growth in professional contributions which has enhanced the reputation of the University. If professional service is the secondary criterion, distinguished contributions must be evident.

4. The balanced case

In exceptional cases, a librarian may be promoted based on excellent performance and evidence of balanced strengths across the other two areas of professional development/ research/creative activities and service that when considered together show a level of distinction appropriate to the rank under review (Beyond Satisfactory for Assistant to Associate rank and Excellent for Associate to Librarian rank). The balanced case may be particularly suitable for librarians whose professional development, research and/or creativity and service activities are very closely intertwined.

The balanced case will not compromise current criteria for performance and may be applied only to professional development, research, and/or creativity and service.

5. Timeline for promotion and tenure dossiers

See Appendix 5.

6. Instructions/Guidelines for Promotion and Tenure Dossiers

a. Guidelines for Preparing and Reviewing Promotion and Tenure Dossiers

Every year, the Office of Academic Affairs publishes *Guidelines for Preparing and Reviewing Promotion and Tenure Dossiers*. This publication is the comprehensive and authoritative source for current information on dossiers, routing documents, forms, standards, timetables, etc. Rather than reproduce them here, please refer to the current guidelines and other resources at the IUPUI [Office of Academic Affairs](#) website.

b. Additional "tips" for Promotion and Tenure Dossiers

Below are additional "tips" for preparing your dossier. If the information in these tips

conflicts with information given in the applicable *Guidelines for Preparing and Reviewing Promotion and Tenure Dossiers*, always follow the information in the Guidelines rather than the information provided here.

i. General Tip

All abbreviations and acronyms should be adequately explained. The librarian should keep in mind that not all individuals who review the promotion and/or tenure dossier will be familiar with the types of activity or with the professional association(s) listed. This is true throughout the dossier.

ii. Performance

The performance section should describe major accomplishments during the entire time period covered by the dossier in a way that enables evaluators to apply the indicators of quality. This section should be written in a narrative or essay style. Clear organization is essential. Grouping the discussion of major accomplishments by type (e.g. bibliographic instruction, fund management, etc.) is recommended. For all activities addressed in the summary, take care to explain the significance of the activity in light of the indicators of quality listed in Suggested Standards for Evaluating Librarian Performance (see Appendix 2) or other relevant indicators. Also take care to explain the degree to which the librarian developed and/or implemented the activity.

Documentation of performance should represent the impact of accomplishments reported. See “Documenting Performance in IUPUI Librarian Dossiers” table in the *Guidelines for Preparing and Reviewing Promotion and Tenure Dossiers*.

Documentation for the area of performance might include the types of documents listed below.

- Evaluative statements from former supervisors, colleagues, students, faculty, or other users of the library, including joint statements when the librarian served as part of a team
- Descriptions and evaluation of teaching responsibilities that are part of one's job assignment
- Evidence of the significance and impact of innovative applications
- Materials prepared and their use or application
- Descriptions of development or use of new or existing technologies which impact performance and services to users
- Evaluator's portion of annual reviews
- Solicited letters requested by a third party
- Grant proposals related to performance written and/or received, including results

If an activity is listed as teaching, indicate whether you developed the curriculum and syllabus and the extent to which others participated in teaching the course. If teaching or bibliographic instruction is a significant item in building your case, secure systematic evaluations of your teaching over a period of time. If possible use a form comparable to that used by teaching faculty on your campus or in your school.

iii. Professional Development, Research and/or Creative Activities

The professional development, research and/or creative activities section should describe major accomplishments during the entire time period covered by the dossier in a way that enables evaluators to apply the indicators of quality. This section summarizes the librarian's efforts to expand individual professional knowledge by conducting research, developing creative projects, pursuing advanced degrees and/or participating in continuing education activities.

This section should be written in narrative or essay style. Grouping the discussion of major accomplishments by type (e.g., continuing education, professional memberships, conference attendance, workshop attendance, papers presented, publications) is recommended. Again, take care to explain the significance of the activity in light of the Suggested Standards for Evaluating Librarian Professional Development, Research, and/or Creative Activities (see Appendix 3). For published papers include an explanation of the significance of the journal for those outside the area of specialization. For collaborative activities and works of joint authorship, the extent of each individual's contribution should be clearly stated.

Documentation of professional development, research, and/or creativity should represent the impact of accomplishments reported. The documentation should provide evidence to demonstrate the librarian's responsiveness to the demands of the profession by keeping abreast of latest developments and by contributions to knowledge and sharing of that expertise. Documentation for the area of professional development, research and/or creativity might include the types of documents listed below.

- Evidence of the quality of research, publications, papers, presentations, and other professional contributions. Such evidence might include copies of publications, summary of project, samples pages, reviews, abstracts, letters, or colleague evaluations.
- Evidence of fellowships, grants, awards, and/or other special honors
- Evaluator's portion of annual reviews
- Evaluative statements from colleagues
- Solicited letters requested by a third party
- Description of the impact of continuing education activities

Links to or copies of publications, regardless of format, should be included. If copies are provided, include the journal citation on the top of the first page. Links (to IUPUI ScholarWorks or other open access versions) are preferred, but copies of publications may be included for external review purposes.

The exact status of each publication should be noted. For example, articles which have been officially accepted by an editor or publisher should be identified as "in press". Articles which have been submitted for editorial review, but which have not been accepted or which have been accepted subject to revision should be identified as "submitted" or "under editorial review". Work in progress should be so labeled. Normally, work in progress will be of little relevance in the promotion process, but may be relevant to the tenure decision.

Indicate peer reviewed or refereed journals and/or papers. For refereed or

non-refereed journals, describe the circulation and readership.

iv. Service

The Service section should describe major accomplishments in service to the Library, the Campus, the University, students, the discipline or library profession, the community, and other organizations done during the entire time period covered by the dossier in a way that enables evaluators to apply the indicators of quality. Again, take care to explain the significance of the activity in light of the Suggested Standards for Evaluating Librarian Service (see Appendix 4).

This section should be written in narrative or essay style. The extent of participation in service activities should be fully explained (e.g., offices held and accomplishments achieved, importance and impact of the committee's work, and the librarian's specific contribution to the committee's work).

Documentation of service should represent the impact of activities and accomplishments reported. The documentation should provide evidence to demonstrate the librarian's application of knowledge, skills, and expertise to benefit the institution, discipline, profession, or the community. Documentation for the area of service might include the types of documents listed below.

- Evidence of the significance and impact of professional service activities (University, library, regional, state, national, community, etc.)
- Evaluative statements from colleagues or others that your service has impacted
- Evidence of individual leadership contributions and/or significant roles which may include offices held in professional associations with summary of accomplishments
- Evidence or copies of service-related publications or presentations
- Description and evaluation of teaching responsibilities performed for departments or agencies outside the library
- Evidence of professional consulting projects
- Solicited letters requested by a third party

v. Further Recommendations Regarding Supporting Documents

Documentation must effectively represent activities and accomplishments in a way that enables evaluators to apply the standards in Appendices 2 – 4. Documentation in this section should be subdivided into sections documenting the three areas: performance, professional development, research and/or creativity, and service.

Be selective in your choice of supporting documents. The purpose of documentation is to communicate the significance of your activities, not to prove that you did them. Documentation for important activities and accomplishments mentioned in each area summary should be included in the supporting document section.

If necessary, add brief annotations to supporting documents to explain the impact of activities and accomplishments, clarify roles in joint projects, and provide other information needed to support the case. The year to which the documentation applies

should be noted on each document. In the eDossier system, be sure to name files in a way that is descriptive of their contents.

c. Non-IU Libraries Experience in the Dossier

Dossiers prepared for **tenure** cover the entire professional career including relevant professional positions held prior to IUPUI. All previous professional library positions should be covered in a tenure dossier, but the dossier is not limited to professional library positions. Relevant professional experience outside of the library field may be included if it would be seen as strengthening the dossier. The candidates who are unsure about what to include should seek guidance from their mentors, their supervisors, or colleagues.

Those who are reviewing the dossier are aware that many tenure candidates have difficulty obtaining documentation from positions held outside of IUPUI, and that in some cases such documentation doesn't exist. Therefore, there are no set requirements as to what must be included and the format in which it must appear. It is the candidate's responsibility to include the documentation that can be obtained, and if necessary to reconstruct descriptions of previous professional positions, and to present it in a cohesive, organized fashion in a manner that will give those reviewing the dossier a thorough picture of one's professional career.

7. Evaluation

Librarian Promotion & Tenure dossiers are typically reviewed by external reviewers, the unit committee (i.e. ULFO's Primary Peer Review Committee), the immediate supervisor, the IUPUI Library Faculty Promotion & Tenure Committee, the library dean/director, and, when applicable, the school dean. The dossier is then reviewed by the IUPUI Promotion & Tenure Committee, the Chief Academic Officer and the Chancellor, and the President before being voted on before the Indiana University Board of Trustees. The candidate is notified of the recommendation resulting from each level of review. For further information about the Library Faculty Promotion and Tenure Committee's Organization and Procedures, please see the IUPUI Library Faculty Canvas site.

8. Appendices related to tenure

- Appendix 2. Suggested Standards for Evaluating Librarian Performance
- Appendix 3. Suggested Standards for Evaluating Librarian Professional Development, Research, and/or Creativity
- Appendix 4. Suggested Standards for Evaluating Librarian Service
- Appendix 5. Timeline for Promotion & Tenure Dossiers

Section V: POST TENURE

A. Review and Enhancement

IUPUI Library Faculty adhere to campus guidelines regarding review and enhancement as specified in the IUPUI Faculty Guide, IUPUI Faculty/Librarian Review and Enhancement section and related appendix. As the IUPUI Faculty Guide states, the review and enhancement process is designed to focus on those faculty “who seek a change in career direction or emphasis and those who are failing to meet minimum levels of performance or productivity.”

B. Sabbatical Leave

IUPUI Library Faculty are eligible for sabbatical leave under the Indiana University Policy

“Sabbatical Leaves for Faculty and Librarians” (ACA-47) and IUPUI guidelines found in the IUPUI Faculty Guide. Sabbatical leave provides time for scholarly research and related travel and for continuing education aimed at keeping abreast of developments in their field(s).

Section VI: GRIEVANCE PROCEDURES

At IUPUI, librarians are eligible to seek redress for grievances through their unit and its established grievance policy. Should further redress be necessary, a librarian may pursue a grievance at the campus level. [IUPUI faculty grievance procedures are governed by Article IV of the IUPUI Faculty Council Bylaws](#). Librarians may avail themselves of the informal grievance process established in Article IV, and, if informal measures fail, request a Faculty Board of Review. See also the IUPUI Faculty Guide, [Grievance Procedure for Designated Academic Appointees](#) section.

Section VII: SUPPORT SERVICES

A. Mentoring

Many models for mentoring exist such as one-to-one, group mentoring, peer mentoring, collaborative mentoring, and self-designed programs. Initiation/motivation from the mentee side is crucial for success of the relationship.

Aside from a variety of models, the focus of the mentor/mentee relationship has a variety of possibilities beyond Promotion and Tenure (P&T) support. While P&T support is a crucial component for junior faculty success, mentoring can and should be broader in scope and help develop a variety of skills for mentees in their professional careers.

Mentoring should be an ongoing process for all librarians, not just those who are untenured. We strongly urge that a holistic approach to mentoring be taken to support and invigorate ALL IUPUI librarians, whether they are brand new to the IUPUI system or have been here for many years.

To aid in the development of a formal mentoring process that will benefit both the mentee and the mentor, the Library Faculty initiated a Mentoring & Professional Development Committee. Librarians are also mentored by immediate supervisors and colleagues on a less formal basis. Librarians may also initiate their own one-on-one mentoring relationships within or outside their units.

B. Awards and Grants

Librarians are eligible for most of the grants and awards available to all faculty at IUPUI. For a complete listing, please visit the IUPUI Office of Academic Affairs website ([Academic Resources](#)). Opportunities include funding and awards related to research, teaching, professional development, travel to overseas conferences, and more.

1. **Herbert S. and Virginia White Professional Development Award** Employees of IU Libraries who hold an MLS degree or have equivalent experience (including clerical, technical, professional positions, and librarians) are eligible to apply for this award. Further information about the award, the process, eligibility, criteria, and the application form is typically distributed in the December-January timeframe with an application deadline at the end of January.

2. **InULA Research Incentive Fund** The Indiana University Librarians Association (InULA) is open to all librarians in the IU Libraries. Membership confers eligibility to apply for grant monies to support librarian research. Guidelines and application form available from the InULA website.
3. **Minde Browning Professional Development Grant** “provides financial support for librarians and library staff [in Central Indiana] to further their skills through the following areas: professional conferences and workshops, professional coursework, leadership development programs, and group programs related to libraries, media centers, etc.” IUPUC librarians are not eligible for this grant. Application, with details and instructions, and report forms are located on the Central Indiana Community Fund (CICF) website [<http://www.cicf.org/grantseekers/forms-and-resources>].

C. Research Leave

University Library has a formal application process for faculty librarians, both tenured and tenure-track, to apply for up to eight (8) total weeks of paid leave during a three (3) year period in order to pursue professional development, research, or service activities. For University Library research leave application and guidelines, please consult the University Library Faculty Organization (ULFO) Canvas site or contact the current chair of the ULFO.

School of Dentistry, Ruth Lilly Medical Library, Ruth Lilly Law Library, and University Library of Columbus librarians should consult their directors for information on research leave opportunities.

APPENDICES

Appendix 1. IUPUI Library Faculty Bylaws (Rev. September 22, 2015)

Preamble

Believing in the missions and goals of the various schools on the IUPUI campus, the Library Faculty is dedicated to fulfilling the varied information needs of these schools by collecting, organizing and disseminating recorded knowledge in all of its forms, and to providing access to these resources by committed library service.

The Library Faculty accepts the responsibility for maintaining high standards of performance and for participating in the development of library services.

The Library Faculty affirms the necessity for communication with all libraries throughout the library system.

The Library Faculty is committed to the concept of academic freedom and recognizes that such freedom attaches to all aspects of a librarian's professional conduct.

Therefore, these Bylaws provide for the organization of the IUPUI Library Faculty, and the creation of a forum where policy recommendations regarding these goals and needs can be developed.

I. Name

I-1.

The official name of this body shall be the IUPUI Library Faculty, hereinafter referred to as the Library Faculty.

II. Membership

II-1.

The Library Faculty shall be composed of all persons located on the Indianapolis and Columbus campuses who have academic appointments as librarians with the rank of Assistant Librarian, Associate Librarian or Librarian. The Library Faculty shall also include all persons on these campuses who have been appointed as librarians with adjunct, visiting, or part-time rank of Assistant Librarian, Associate Librarian, or Librarian.

II-2.

Library Faculty members shall have the right to vote and the right to hold office.

III. Officers

III-1.

The officers of the Library Faculty shall consist of the elected officers: Chair, Vice-Chair/Chair- Elect, and Secretary.

III-2.

An election of officers shall be held yearly and they shall serve one-year terms, with the exception

of the Vice-Chair/Chair-Elect who shall serve a two-year term. The Vice-Chair/Chair-Elect shall assume the office of Chair in the second year of his/her term.

III-3.

It shall be the duty of the Chair, with the advice and consent of the other officers, to lead the Library Faculty in fulfilling the purposes stated in the Preamble, to appoint committees, to conduct the affairs of the Library Faculty, and to chair the meetings.

III-4.

It shall be the duty of the Vice-Chair/Chair Elect to act as Chair in the temporary absence of the Chair and to succeed to this office in the case of permanent absence or disability of the Chair.

III-5.

It shall be the duty of the Secretary to keep a record of the transactions of all meetings, to send all necessary notices, to take care of all necessary correspondence, to render a report of any financial transaction, and to maintain the IUPUI Library Faculty online presence.

III-6.

The Chair, with the advice and consent of the other officers, shall have the power to appoint successors for the other officers if they are unable to serve their terms.

III-7.

In the event that the processes specified by the Bylaws cannot be adhered to, the Chair, with the advice and consent of the other officers, shall have the power to appoint temporary successors for committee members and for elected representatives to other bodies.

IV. Meetings

IV-1.

The Library Faculty shall meet four times a year.

IV-2.

The officers shall meet in person or via email at least one time prior to each of the Library Faculty meetings and at the call of the Chair. If, at the officers meeting, it is determined that there is no significant faculty business, the scheduled Library Faculty meeting may be canceled. Additional Library Faculty meetings may be called at the discretion of the Chair.

IV-3.

The last regular meeting of the academic year shall be known as the annual business meeting and shall be for the purpose of approving the slate of candidates, receiving reports of officers and committees, and for handling any other business that may arise.

IV-4.

All Library Faculty members shall be notified in advance of the purpose, time and place of all general meetings.

IV-5.

Thirty-three percent of the membership shall constitute a quorum.

IV-6.

Any question shall be voted on by a show of hands and be so ruled by a majority of members

present. A vote by ballot can be ordered by a majority vote or by the Chair.

V. Elections

V-1.

Elections shall be conducted by May 31 except in the first year (2015 – 2016) of the transition to consolidating committees when elections will be held as soon as possible after voting on changes to the Bylaws. During this first year, newly elected committee members will assume their duties immediately. Electronic voting shall be permitted. Additional nominations from the floor shall be permitted at the annual business meeting. In the event of a tie, the Nominating Committee shall conduct a run-off election by mail ballot or electronic ballot.

V-2.

Newly elected officers and committee members shall assume their duties on July 1.

V-3.

Upon the completion of the election process, ballots shall be destroyed.

VI. Representatives to other bodies

VI-1.

The Library Faculty representatives to other bodies or committees shall be elected by the Library Faculty in accordance with procedures adopted by the Bylaws of the governing body to which the individual is to be elected.

VI-2.

In the absence of procedures of the governing body, the Bylaws and Nominating Committee shall prepare a slate of candidates for each position. The candidate receiving the greatest number of votes shall be the representative. The candidate receiving the second highest number of votes shall be the alternate. In the event of a tie, the Bylaws and Nominating Committee shall conduct a run-off election.

VI-3.

Upon the completion of the election process, ballots shall be destroyed.

VI-4.

The Library Faculty has one representative serving a three-year term on the IUPUI Campus Wide Promotion and Tenure Committee. The representative shall be elected as part of the regular IUPUI Library Faculty Elections. The terms shall begin on December 1st of that election year. The librarians' representative to the IUPUI Campus Wide Promotion and Tenure Committee shall be tenured, and to the extent practicable, should hold appointment at the rank of professor or librarian. The Bylaws and Nominating Committee should, whenever possible, seek candidates by alternating between the two library groups; the professional schools' (i.e. Dental, Law, Medicine) libraries and the University Libraries.

The name of the elected representative shall be forwarded to the IUPUI Dean of the Faculties by the Chair of the IUPUI Library Faculty before November 1st (in the year of an election). If this elected representative is unable to complete his/her term, the Chair of the Library Faculty should notify the Bylaws and Nominating Committee to prepare a slate of qualified candidates for a special election. The special election should be held at the discretion of the Chair of the Bylaws and Nominating

Committee of the Library Faculty.

VI-5.

Library Faculty members may be appointed by the Chair with the advice and consent of the other officers to serve in any capacity with other organizations at the request of such organizations or of the Dean of the University Libraries, Indiana University, Bloomington.

VII. Committees

VII-1.

Membership for standing committees shall be determined by annual election. The IUPUI Library Faculty Chair shall be an ex-officio member of all committees, except the Bylaws and Nominating Committee. Committee appointments shall be for two (2) years, except as otherwise noted. At least one (1) member of each committee shall have served on the committee the preceding year. Committee chairs shall be selected by the committee members prior to the first IUPUI Library Faculty meeting of the year.

VII-2.

The Bylaws and Nominating Committee shall be composed of three (3) members. It shall be the duty of the Bylaws and Nominating Committee to (a) receive or originate amendments to the Bylaws in accordance with Article IX below and (b) conduct annual elections in accordance with Articles V and VI above.

VII-3.

The Mentoring and Professional Development Committee shall be composed of four (4) members, at least two (2) of whom shall be tenured. Of the four (4) members, at least one (1) member shall be from University Library and at least two (2) shall be from the professional schools' libraries. It shall be the duty of the Mentoring and Professional Development Committee to develop and implement campus-wide professional development and mentoring programs for the Library Faculty, including assisting librarians in their research and scholarship activities.

VII-4 (a)

The IUPUI Library Faculty Promotion and Tenure Committee shall be comprised of five (5) elected members; two (2) from the University Library, one (1) from the Law Library, one (1) from the Medical Library, and one (1) at-large member. All members shall be elected for two (2) year terms. Individual IUPUI libraries (Ruth Lilly Law Library, IUPUI University Library, and the Ruth Lilly Medical Library) shall elect members to the IUPUI Librarians Promotion and Tenure Committee by May 31 and those elected members shall begin serving on July 1. Library Faculty shall elect the one (1) at-large member.

A Director/Dean may be added to the committee when needed to fulfill campus full-rank requirements unless it would require him or her to evaluate a librarian that he or she directly or indirectly supervises.

VII-4 (b)

Should conflicts of interest arise that would reduce the number of voting librarians on the IUPUI Library Faculty Promotion and Tenure Committee below that required at the campus level or if additional full rank librarians are needed for a promotion case, the Library Faculty Chair, in consultation with the other officers and Library Director/Dean, will seek additional members as necessary.

VII-4 (c)

It shall be the duty of the committee to exclusively examine and review the dossier of each librarian containing all recommendations and relevant materials. The committee shall appraise each dossier relative to the approved criteria and prepare a detailed statement justifying its recommendations related to tenure, rank, and in third-year review cases, on successful progress towards tenure.

VII-4 (d)

In addition, it shall be the duty of the IUPUI Library Faculty Promotion and Tenure Committee to review existing guidelines for general responsibilities, privileges and compensation of the Library Faculty and make recommendations where appropriate; to review policies and procedures regarding appointment, promotion and tenure criteria, performance evaluation and make recommendations where appropriate; and to review, as requested by the Library Faculty, any other matters relating to faculty development and make recommendations where appropriate.

VII-5

The Chair may appoint ad hoc committees as needed.

VIII. Parliamentary Authority

VIII-1.

Robert's Rules of Order, latest edition, shall govern the Library Faculty in all cases to which it can be applied and in which it is not inconsistent with the Bylaws, or special rules of order of the Library Faculty.

IX. Amendments

IX-1.

Proposals for amending the Bylaws may originate with any member of the Library Faculty and shall be submitted to the Bylaws committee who shall inform the members in writing prior to the meeting.

IX-2.

A proposed amendment shall be discussed at one or more of the general meetings of the Library Faculty before a vote is taken.

IX-3.

A proposed change shall be effective when approved by a majority of those present.

X. Ethics Statement

X-1.

Library Faculty shall be governed by the current Statement on Professional Ethics, approved by the American Library Association.

Rev. and approved September 22, 2015

Rev. and approved February 8, 2013

Rev. and approved September 13, 2012

Rev. and approved September 15, 2010

Rev. and approved May 4, 2010

Rev. April 15, 2009
Rev. April 18, 2007
Rev. July 1997

Appendix 2: Suggested Standards for Evaluating Librarian Performance (effective 2008)

SUGGESTED STANDARDS FOR EVALUATING LIBRARIAN PERFORMANCE (adopted February 13, 2008 by IUPUI Librarians)

Note to faculty –

- Professional service activities (including administrative responsibilities) prescribed by the candidate's position description are NOT considered Librarian Service, but rather Librarian Performance.
- Any scholarship related to performance is considered Librarian Professional Development, Research and/or Creativity.

Type	Unsatisfactory	Satisfactory (Not sufficient for promotion beyond the Assistant Rank or for tenure)	Excellent (Required for Associate Rank and tenure)	Exceptional Achievement (Required for Librarian Rank)
Librarian Performance	<p>Examples of unsatisfactory performance include but are not limited to:</p> <ul style="list-style-type: none"> • Lack of continued contributions toward the library's mission and/or goals • Lack of meaningful documentation of the contributions of the individual librarian • Lack of meaningful documentation of impact made by the librarians' contributions • Lack of evidence of effective accomplishment of professional responsibilities outlined in the individual librarian's position description 	<p>Consistently makes contributions toward the library's mission and/or goals.</p>	<p>Meets and exceeds the criteria for satisfactory by consistently making significant contributions toward the library's mission and/or goals.</p> <p>Examples of significant contributions include, but are not limited to:</p> <ul style="list-style-type: none"> • Increasing either the quality or efficiency of a library service, program, product or project • Implementing a new service, program, product, or project (with supervisory approval) • Mastering important new responsibilities (beyond those assigned at time of appointment) 	<p>Exceeds the criteria for excellent by consistently making significant contributions toward the library's mission and/or goals and by demonstrating recognition or exceptional impact outside the library.</p> <p>Examples of exceptional impact outside the library include, but are not limited to:</p> <ul style="list-style-type: none"> • Alteration of school, campus, or university practices • Adoption of a service, program, or product by other libraries <p>Examples of recognition outside the library include, but are not limited to:</p> <ul style="list-style-type: none"> • Acknowledgment of a service, program, or product in the professional literature • Receipt of an award at the school, campus, community, or professional level

Appendix 3. Suggested Standards for Evaluating Librarian Professional Development, Research, and/or Creativity (effective 2008)

SUGGESTED STANDARDS FOR EVALUATING LIBRARIAN PROFESSIONAL DEVELOPMENT, RESEARCH, AND/OR CREATIVITY

Note to faculty –

- Librarian Professional Development includes *all* scholarship, including scholarship of performance, research and/or creativity, and service.

Type	Unsatisfactory	Satisfactory	Beyond Satisfactory	Excellent
Librarian Professional Development, Research, and/or Creativity	A librarian who fails to meet the criteria outlined under satisfactory	A librarian must regularly engage in activities that advance the education or knowledge of the candidate as a professional AND engage in at least three activities that disseminate research or expertise, at least one of which must have passed a formal professional evaluation process.	As in the satisfactory level, a librarian must regularly engage in activities that advance the education or knowledge of the candidate as a professional AND that disseminate research or expertise. To show continued improvement beyond the satisfactory level, candidates must demonstrate a significant role in the completion of at least three activities which have passed a formal professional evaluation process. At least two of the activities must disseminate research or expertise.	To show excellence, a librarian must have a significant role in the completion of three products of research or expertise which have passed a formal professional evaluation process, at least one of which must have a significant impact, in most cases beyond the state level, on the profession or discipline.
	Examples of unsatisfactory professional development, research and/or creativity include, but are not limited to: <ul style="list-style-type: none"> • Librarian did not regularly engage in activities that advance his/her education or knowledge 	Examples of activities that advance the education or knowledge of the candidate include, but are not limited to: <ul style="list-style-type: none"> • Attend a professional conference, meeting, or institute, or continuing education workshops • Take a for-credit academic course relevant to the librarian's professional responsibilities 	Examples of activities that advance the education or knowledge of the candidate and have passed a formal professional evaluation process include, but are not limited to: <ul style="list-style-type: none"> • Attending a competitive national institute or training program • Completing a degree or professionally recognized certification 	
	<ul style="list-style-type: none"> • Librarian did not engage in at least three activities that disseminated research and/or expertise • Librarian engaged in at least three activities that disseminated research and/or expertise but none were peer reviewed • Librarian's Individual role and level of collaborative work is unspecified 	<p>Examples of activities that disseminate research or expertise and have passed a formal professional evaluation process include, but are not limited to:</p> <ul style="list-style-type: none"> • Peer reviewed article, book chapter, or book review essay • Law review article • Invited book chapter or encyclopedia article • Invited/peer reviewed presentation at a professional conference • Favorably reviewed research grant or project grant • For-credit course development <p>Examples of activities that share research and/or expertise and have <u>not</u> passed a formal professional evaluation process include, but are not limited to:</p> <ul style="list-style-type: none"> • Newsletter article • A review of a book, database, or exhibit • Panel discussion at a conference • Course presentation development • Exhibit preparation and mounting • Substantial contribution to professional discourse regardless of media 	For examples of activities that disseminate research and/or expertise and have passed a formal professional evaluation process, see the Satisfactory criteria.	<p>Examples of indicators of significant impact include, but are not limited to:</p> <ul style="list-style-type: none"> • Products of expertise or research recognized by a regional or national professional organization -- such as an award, invitation to give the keynote address, invitation to develop a CE course for the organization • Products of expertise or research cited or acknowledged by others in their scholarly and/or professional activity • Book that is well received (in reviews or by placement in collections) • Original methodology adopted by others

Appendix 4. Suggested Standards for Evaluating Librarian Service (effective 2008)

SUGGESTED STANDARDS FOR EVALUATING LIBRARIAN SERVICE

Note to faculty –

- Professional service activities (including administrative responsibilities) prescribed by the candidate's position description are NOT considered Librarian Service but rather as Librarian Performance.
- Any scholarship related to service is considered Librarian Professional Development, Research and/or Creativity.

Type	Unsatisfactory	Satisfactory	Beyond Satisfactory	Excellent
Librarian Service	A librarian who fails to meet the criteria outlined under satisfactory.	A librarian must regularly engage in activities outside the normal realm of the person's responsibilities that serve the library, school, campus, or the university, AND activities that serve the discipline and/or profession. One comparable community service activity may be substituted for service to the discipline and/or profession if there is an application of professional expertise. Service to the University must normally consist of three documented contributions tied to the institution's mission. Each year of a multiple year commitment counts as an independent contribution. Service to the discipline and/or profession must normally consist of three documented contributions. Each year of a multiple year commitment counts as an independent contribution.	A librarian must meet the criteria as outlined under satisfactory. In addition, at least two of these six activities must have documented impact, one of which must be service to the discipline and/or profession. In order to have documented impact, service to the University must be at the campus level or higher and must extend beyond the library faculty. In order to have documented impact, service to the discipline and/or profession must be at the state level or higher.	A librarian must demonstrate an ongoing program of service as outlined under beyond satisfactory. The service must have significant impact on the profession of librarianship or on an academic discipline, OR the impact of the service must result in significant recognition by the librarian's peers beyond the university
Librarian Service to the University (library, school, campus, or university)	Examples of unsatisfactory service include but are not limited to: <ul style="list-style-type: none"> Activities which are appropriately part of a librarian's performance. No evidence of nature of activities or contributions Less than three documented service contributions tied to the institution's mission. 	Examples of Librarian service to the University include, but are not limited to: <ul style="list-style-type: none"> Serve on a faculty governance organization at the library, campus, or university level Serve on an administrative search and screen committee or system-wide task force. Serve as student organization sponsor Serve as academic adviser, internship supervisor, thesis/dissertation committee member, or student mentor 	Examples of activities which Demonstrate impact include, but are not limited to: <ul style="list-style-type: none"> Create or revitalize a student organization Teach a college-level credit-bearing course outside of the librarian's duties with demonstrated positive impact upon the students Serve as a vital member (not necessarily an officer) of a campus committee that makes an important contribution 	A librarian must demonstrate an ongoing program of service to the University as outlined under Satisfactory.
Librarian Service to the Discipline or Profession	Examples of unsatisfactory service include but are not limited to: <ul style="list-style-type: none"> Activities which are appropriately part of a librarian's performance No evidence of nature of activities or contributions Less than three documented contributions to the discipline or the profession 	Examples of service to the discipline or profession include, but are not limited to: <ul style="list-style-type: none"> active membership in one or more professional organizations as an officer, candidate for office, committee member, electronic mailing list moderator, mentor in a formal mentoring program, webmaster or some other role that requires professional expertise 	Examples of activities which demonstrate impact include, but are not limited to: <ul style="list-style-type: none"> Serve as a vital member (not necessarily an officer) of a professional committee that makes an important contribution. Make an important contribution to a professional organization while in a leadership role 	Examples of activities which have significant impact include but are not limited to: <ul style="list-style-type: none"> Influence the adoption/modification of standards of a profession or discipline Develop an instrument/methodology which changes professional practice Create or revitalize a significant professional organization Influence the passage of legislation related to the profession or discipline <p>Examples of significant recognition include but are not limited to:</p> <ul style="list-style-type: none"> Awards and/or prizes that reflect on the significance and impact of the librarian's service Appointment as editor of a selective scholarly peer-reviewed publication or law review Election as an officer or board member of a professional organization of at least 500 members, or the leading organization for a library specialty

Appendix 5. Timeline for Promotion & Tenure Dossiers (dates are approximate and for example purposes only)

1. For submission of dossier for full rank, candidate should confer with Director/Dean by 12/31 of year prior to submission.
2. All candidates should attend IUPUI Library Faculty P&T workshop – February (year of submission) for content and format updates.
3. Three-year review materials submitted to immediate supervisor by second Friday in February.
4. Dossiers submitted to Director/Dean for external review mailing by May 15.
5. Dossiers distributed for external review by June 1.
6. External review completed by July 15.
7. Final formatting and digital conversion completed by August 1.
8. Candidate submits dossier to the relevant Primary Review Committee by first Monday in August.
9. Primary Peer Review Committee evaluates, notifies candidate of its recommendation, and forwards to the Supervisor (Team Leader for University Library or Library Director for Professional School Library) by September 1.
10. Supervisor (Team Leader for University Library or Library Director for Professional School Library) evaluates, notifies candidate of the recommendation, and forwards to the IUPUI Librarians P & T Committee Chair by Friday, September 15.
11. IUPUI Librarians P & T Committee receives the dossiers by Friday, September 15.
12. IUPUI Librarians P & T Committee evaluates, notifies candidate of its recommendation, and forwards to the relevant Dean by October 7.
13. Dean evaluates, notifies candidate of the recommendation, and forwards to the IUPUI Dean of Faculties for evaluation by the IUPUI P & T Committee by October 21.
14. Campus committee recommendations are forwarded to Chief Academic Officer in early March.
15. Chief Academic Officer's recommendations are given to Chancellor in mid-March.
16. Chancellor recommendations are given to IU President in late March.
17. Board of Trustees acts on recommendations in April.
18. Announcements of decisions in late April or early May. Promotion and tenure take effect on July 1.

Appendix 6. Related Websites Mentioned in this Document

Indiana University Policies – <http://policies.iu.edu>

Indiana University Librarians Association (InULA) - http://www.indiana.edu/~inula/wp_2012/

IUPUI Office of Academic Affairs - <https://academicaffairs.iupui.edu/>

University Faculty Council - <http://www.iu.edu/~ufc/>