

Librarians' Manual

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Introduction

The *Librarians' Manual* brings together information on the objectives and organization of the Syracuse University Libraries, on the policies governing librarians, and on the privileges and responsibilities of librarians. This manual is intended to be used in conjunction with [Syracuse University policies](#) and the [Syracuse University Workplace](#) resources, and some sections may reference the current [Syracuse University Faculty Manual](#). The *Librarians' Manual* delineates policies and procedures pertaining exclusively to those individuals having the rank of Assistant Librarian, Senior Assistant Librarian, Associate Librarian, or Librarian, or who are appointed as visiting librarians.

University and/or Libraries *policy* take precedence over what is published in the *Librarians' Manual*. The *Manual* is primarily concerned with promotion and related matters, therefore annual review and (if necessary) update of the *Manual* is the responsibility of the Promotion Committee. The *Manual* and its periodic corrections and additions are maintained in electronic format only. The current version of the *Librarians' Manual* is available from the [Staff page of the Libraries website](#). The master document, as well as earlier versions, are kept in G:\LIB\Shared\Committees and Teams\Standing Committees\Librarian Forum\Librarian Manual. Comments, corrections, and suggested changes should be directed to the [Librarian Forum](#), who will present them to the Librarian Forum for approval.

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

A note on language: Throughout this manual, we have opted to use the gender-inclusive singular “they”. Where this might reasonably cause confusion, we have used alternate wording.

1 Syracuse University Libraries Overview

1.1 Vision

The Libraries' current mission, vision statement, and other information are available online as part of the [Libraries' Strategic Plan 2018-2022](#).

1.2 Organization

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

The Dean is the chief executive officer of the Syracuse University Libraries and has final responsibility for all library services, functions, and facilities. The Dean also is a member of the Chancellor's Council and of the Vice Chancellor and Provost's Deans/Academic Affairs Leadership group.

The Libraries' current structure is reflected in the [Syracuse University Libraries Organization Chart](#).

1.3 University Senate

The University Senate is the academic governing body of the University and is made up of faculty, students, staff, and administration members. Librarians are represented on the senate by four elected senators. Libraries HR manages elections for Librarian senators each spring. See the [University Senate home page](#) for further information.

1.4 University Senate Committee on the Library

The Senate [Committee on the Library](#) is one of a number of standing committees of the [University Senate](#), and serves as a liaison between the Senate and the Libraries. See Article 5, Section 15 of the [Senate Bylaws](#) for further information. The committee members are selected by the Nominations Committee of the Senate, and the committee elects a chair.

2 Librarians

2.1 Librarian Ranks

Librarians do not hold academic rank and are not eligible for tenure; however, librarians are eligible for continuing appointment and permanent status as described in Section 2.8. Except for visiting librarians and those with term/temporary appointments, a librarian serves at one of four librarian ranks. A librarian may qualify for promotion in rank without assuming administrative responsibilities. For criteria for appointment at and promotion to these ranks, see Section 2.8. The four ranks are:

- *Assistant Librarian*: entry level position; requires little or no professional experience.
- *Senior Assistant Librarian*: requires successful professional experience, basic competence in position, and promise of future achievement.
- *Associate Librarian*: requires substantial achievement and professional commitment beyond the basic job requirements, and promise of continuing growth.
- *Librarian*: signifies exceptional and outstanding achievement; requires demonstrated contributions to the profession beyond Syracuse University, including significant external publication and/or continuing leadership in professional organizations.

2.2 Emeritus Status

The academic status of *emeritus* or *emerita* represents a signal honor that may be conferred upon retirement. Librarians of any rank may apply for Emeritus or Emerita status. An individual seeking emeritus status must request this rank in writing. Contact Libraries HR for deadlines and procedures. See [“Emeritus Status” in the Faculty Manual](#) for further information and benefits.

2.3 Recruitment

The Syracuse University Libraries prefers candidates for librarian positions to have earned an advanced degree from an American Library Association (ALA)-accredited institution. For selected positions, comparable professional qualifications are also considered. Libraries HR, the supervisor to whom the position reports, and a search committee are involved in the formal search process. The Libraries’ recruitment procedures are available from Libraries HR. Libraries HR is responsible for ensuring that these recruitment practices are in compliance with applicable [University policies and procedures](#). Libraries HR will send a link to the *Librarians’ Manual* to all candidates invited for interviews prior to the date of their interview.

2.4 Appointment

2.4.1 Regular Appointments

The Dean appoints each librarian to a rank appropriate to the individual's qualifications and the requirements of the position. Detailed criteria for appointment to rank are found in Section 2.8. The librarian's welcome letter, sent by Libraries HR, will state the date when the librarian will be expected to apply for promotion or permanent status review. A copy of the welcome letter will be filed in Libraries HR.

2.4.2 Visiting, Resident, Fellow, and Other Librarian Appointments

In some circumstances, a visiting, resident, or other appointment is appropriate (e.g., grant-funded projects or short-term vacancies). These appointments may be as brief as a month or as long as three years, and may or may not be renewable. Individuals holding these appointments will be considered temporary staff. These appointments are separate from the regular ranks listed in Section 2.1 above and therefore do not carry the responsibility or possibility of promotion. University benefits for such librarians vary. The Dean will determine the degree of compensation and benefits for each such appointment. These librarians are subject to the terms of employment determined at the time of appointment.

2.5 Orientation

In addition to University on-boarding, Libraries department head(s) or other appropriate lead(s) will provide orientation and training of new librarians within their departments.

Upon appointment, the librarian's supervisor, in collaboration with the newly-appointed librarian, establishes an orientation program appropriate to the position, the individual's experience, and the needs of the Libraries and University. Supervisors are expected to provide support and professional mentorship (or referrals to either/both) as the librarian progresses through the ranks (see Section 2.8).

2.6 Annual Performance Review Process

The annual performance review is designed to be mutually beneficial both to librarians and the Libraries. Each librarian completes and submits a self-evaluation to their supervisor, who then completes a performance evaluation. These reports also identify goals and objectives for the coming year and may suggest the need for professional development. The annual evaluation is also an opportunity for the supervisor and the librarian to discuss where the librarian is in the promotion process, and for the supervisor to provide guidance and support towards achieving the next rank (see Section 2.8).

All librarians at the rank of Assistant Librarian, and all other librarians during their first year of appointment, will be evaluated six (6) months from the date of hire; a second evaluation will occur from four to nine months later. Annual evaluations will commence during the normal evaluation period the following spring. All other librarians will be evaluated annually according to the procedures specified in this document. Libraries HR maintains procedures and forms for performance evaluation and manages the [Performance Partnership Process](#), including the [calendar](#) (updated annually). For more information about performance evaluation procedures, contact Libraries HR.

2.7 Personnel Files

University Human Resources maintains the personnel records for staff, including those for librarians. Libraries HR maintains internal records necessary to manage hiring, performance, attendance, promotion, and other personnel processes.

2.8 Rank Criteria and Progression

Criteria for each rank are given below. Some of the criteria are broad and somewhat open to interpretation; this is intentional, to accommodate the wide range of activities and roles undertaken by SUL librarians. Your promotion portfolio (see Appendixes A and B) will be your opportunity to “make your case,” and demonstrate that you have met the criteria as it applies to your particular position.

2.8.1 Assistant Librarian

This is the beginning rank and assumes little or no professional experience. Librarians are appointed to this rank for one-year terms, a maximum of three terms before they are expected to apply for promotion to the next rank (Senior Assistant Librarian).

A. Criteria for appointment as Assistant Librarian:

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

B. Re-appointment after each one-year term, up to a total of three terms:

- All relevant factors listed in A above
- Successful performance of duties and responsibilities of position as outlined in job description, if available
- Demonstrated ability to work effectively with patrons, colleagues, supervisors, and subordinates

- Evidence of potential for professional growth

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

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

Timetable for next rank: Barring extraordinary circumstances which warrant deferral (see C above), an Assistant Librarian is expected to apply for promotion to Senior Assistant Librarian during their third year as Assistant Librarian. This is defined as follows: If you have/will have at least 2 years + 1 day at your current rank as of 12/31 of a calendar year, you are expected to apply in the promotion cycle for that calendar year. For example, if you are hired any time in 2030, you are expected to apply during the promotion cycle beginning in October 2032.

In certain cases, and upon mutual agreement between the Assistant Librarian and the supervisor, promotion review may occur earlier than the date specified in the welcome or promotion letter. Only one application is allowed, whether applying early, on schedule, or with a deferral. In consultation with the Dean, a candidate may be reappointed to an additional one-year term as an Assistant Librarian before promotion review.

2.8.2 Senior Assistant Librarian

This is the second rank and requires successful professional experience. A Senior Assistant Librarian is not yet ready for permanent status. Basic competence in a position is required and promise of future achievement must be evident. Librarians are appointed to this rank for one-year terms, a maximum of three terms before they are expected to apply for promotion to the next rank (Associate Librarian).

A. Criteria for appointment, reappointment, or promotion to Senior Assistant Librarian

- MLS or equivalent degree, as appropriate to the position
- Additional academic preparation and/or related professional library experience if required by the position
- Successful performance as an Assistant Librarian at Syracuse University or equivalent performance at another institution as shown by:
 - Successful performance of duties and responsibilities of position as outlined in job description, if available

- Initiative and good judgment in job-related responsibilities
- Demonstrated ability to work effectively with patrons, colleagues, supervisors, and subordinates
- Increasing knowledge in a specific area, appropriate to the position.
- Professional growth
- Promise of further growth in a specific position and in a general professional knowledge

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

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

Timetable for next rank: Barring extraordinary circumstances which warrant deferral (see B above), a Senior Assistant Librarian is expected to apply for promotion to the rank of Associate Librarian during their third year as Senior Assistant Librarian. This is defined as follows: If you have/will have at least 2 years + 1 day at your current rank as of 12/31 of a calendar year, you are expected to apply in the promotion cycle for that calendar year. For example, if you entered your current rank any time in 2030, you are expected to apply during the promotion cycle beginning in October 2032.

In certain cases, and upon mutual agreement of the Senior Assistant Librarian and the supervisor, they may apply earlier. Only one application is allowed, whether applying early, on schedule, or with a deferral. In consultation with the Dean, a candidate may be reappointed to an additional one-year term as a Senior Assistant Librarian before promotion review.

Appeal process: A candidate whose application for promotion to Senior Assistant Librarian is denied by the Committee may appeal the decision, using procedures outlined in Section 2.9.5. In the case of early submission, appeal is the default under current practice. A candidate who does not apply for promotion, or whose appeal is not successful, will be given one year's notice before termination, subject to earlier termination for reasons in accordance with Section 2.12 below.

2.8.3 Associate Librarian

Promotion to Associate Librarian requires substantial achievement, professional commitment, and the promise of continuing growth. Professional activities may be

entirely within Syracuse University or may extend to contributions to outside organizations and publications. A librarian at Syracuse University can qualify for higher ranks without assuming administrative duties. However, a librarian who takes on administrative duties will be evaluated for promotion in those areas as well.

Promotion to Associate Librarian carries with it the conferral of permanent status. A librarian hired at the Associate Librarian rank will be required to apply for permanent status as noted in Section 2.8.5.

A librarian at this rank may choose to apply for promotion to the next rank (Librarian), but is not required to do so.

A. Criteria for appointment at, or promotion to, Associate Librarian

- MLS or equivalent degree, as appropriate to the position
- Additional academic preparation and/or related professional library experience if required by the position
- Excellent performance as a Senior Assistant Librarian at Syracuse University or equivalent performance at another institution, as shown by:
 - Outstanding fulfillment of position duties and responsibilities, as outlined in job description
 - Continuing demonstration of initiative and good judgment in job-related responsibilities
 - Significant contributions to the operations of a specific library unit
 - Demonstrated ability to work effectively with patrons, colleagues, supervisors, and subordinates.
 - Increasing knowledge in a specific area, appropriate to the position
 - Professional growth in a specific position since being hired at or promoted to Senior Assistant Librarian rank
- Evidence of professional commitment, which may include:
 - Effective participation in library task forces, committees, etc.
 - Effective representation of library interests and problems to non-library groups, committees, or institutional officers
 - Attendance at professional conferences and/or institutes

- Publications (including guides, bibliographies, manuals, syllabi, procedures, etc. prepared for internal use.) or other presentations in librarianship or other specific areas related to a librarian's position
- Successful completion of job-related courses

Timetable for next rank: An Associate Librarian may apply for promotion to the rank of Librarian during their fifth year as Associate Librarian. This is defined as follows: If you have/will have at least 4 years + 1 day at your current rank as of 12/31 of a calendar year, you are expected to apply in the promotion cycle for that calendar year. For example, if you began your present rank any time in 2030, you are expected to apply during the promotion cycle beginning in October 2034.

In certain cases, and upon mutual agreement of the Associate Librarian and the supervisor, they may apply earlier. There is no requirement to apply, and no penalty for choosing not to do so. There is no limit to how many times one may apply for the rank of Librarian.

Appeal process: A candidate who is not promoted to the rank of Librarian may request another review after two years. There is no limit on the number of times a candidate can reapply for promotion to Librarian, and no penalty for failure to attain the rank of Librarian.

2.8.4 Librarian

The rank of Librarian signifies exceptional and outstanding achievement. Promotion from Associate Librarian to Librarian is not required, nor is it intended as recognition of length of service. In comparison with others in the Libraries who are Associate Librarians, the candidate must have demonstrated an outstanding level of achievement and must have made significant contributions to the profession beyond the local scene. The candidate for promotion to Librarian must be able to demonstrate new and expanded areas of responsibility and additional achievements since being hired at or promoted to Associate Librarian. A librarian at Syracuse University can qualify for higher ranks without assuming an administrative position. However, a librarian who takes on administrative duties will be evaluated for promotion in those areas as well.

A librarian hired at the Librarian rank will be required to apply for permanent status as noted in Section 2.8.5.

A. Criteria for appointment at or promotion to the rank of Librarian:

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

- Consistently exemplary and excellent performance as an Associate Librarian at Syracuse University, or equivalent performance at another institution, as shown by the ability to:
 - Work independently
 - Contribute new ideas
 - Fulfill the scope of the position within the library's requirements for accountability
- Evidence of leadership within SU Libraries, as shown by at least two of the following:
 - Demonstrated leadership in interdepartmental work, committees, projects, etc. in the Libraries
 - Improvement of the relationship between SU Libraries and the Syracuse University community (includes contributing to better communication and increased use of library systems and services by means of presentations, instruction sessions, workshops, committee work, and effective contacts with students, faculty, and staff)
 - Assumption of administrative responsibility
 - Academic course work which significantly enhances one's professional competencies
- Evidence of professional activities outside SU Libraries, as shown by at least one of the following:
 - External (non-SUL) publication and research. Publication may include peer-reviewed and non-peer-reviewed journals as well as other formats such as blogs, but for promotion purposes will be assessed in terms of its professional contribution and quality
 - Evidence of commitment to the profession as exemplified by continuing active participation in professional organizations, e.g. giving a presentation, chairing a committee, planning a conference
 - Community work, supporting the [University's goals and initiatives](#)

2.8.5 Permanent Status

Permanent status signifies that a librarian has accomplished a level of substantial achievement at the Syracuse University Libraries that, in the judgment of their peers, gives an expectation of ongoing contribution, commitment, and growth. The privilege of permanent status is awarded automatically at the time a librarian is

promoted to the rank of Associate Librarian). Librarians who are *appointed at or above* the rank of Associate Librarian are expected to apply for permanent status (see Timetable below).

Timetable: Barring extraordinary circumstances which warrant deferral, a librarian who is appointed at or above the rank of Associate Librarian is expected to apply for permanent status during their third year. This is defined as follows: If you have/will have at least 2 years + 1 day at your current rank as of 12/31 of a calendar year, you are expected to apply in the promotion cycle for that calendar year. For example, if you were appointed to your current rank any time in 2030, you are expected to apply during the promotion cycle beginning in October 2032.

In certain cases, and upon mutual agreement between the librarian and the supervisor, promotion review may occur earlier than the date specified in the letter. If a candidate is appointed to an additional one-year term as an Associate Librarian or Librarian beyond the usual three terms (see Sections 2.8.3 and 2.8.4 above), they will be expected to apply for permanent status one year later than the time specified in the welcome letter.

Appeal process: A candidate whose application for permanent status is denied may appeal the decision, using procedures outlined in Section 2.9.5. A candidate who does not achieve permanent status after appeal will be given one year's notice before termination, subject to earlier termination for reasons in accordance with Section 2.12 below.

2.9 Promotion Process Roles and Responsibilities

Promotion and permanent status reviews are conducted by a Promotion Committee representing a cross section of the candidate's peers within the Libraries. For Committee details see Section 2.9.3. The Promotion process overall is coordinated by Libraries HR.

For specific dates and deadlines, refer to the online [Promotion Review Calendar](#), updated each year.

2.9.1 Libraries Human Resources

Role: Libraries Human Resources' (Libraries HR) role is to oversee the promotion process, inform candidates of eligibility and deadlines, support the Promotion Committee in its work, and permanently retain copies of all portfolios submitted.

Responsibilities:

- Annually, notifies all librarians below the rank of Librarian when they are/will be eligible for promotion or permanent status, and informs candidates who are eligible in the current cycle of the deadline for confirming (or declining)

their intent to apply. Eligibility is determined as outlined in "Timetable" in sections 2.8.1 – 2.8.4. Supervisors are copied on this notification.

- Holds Promotion Committee elections, including preparation of ballot to minimize conflicts of interest.
- Calls initial orientation meeting with the committee and outlines the procedures and deadlines
- Identifies private meeting space for the Promotion Committee
- Submits the list of final candidates to the Promotion Committee
- Keeps candidates' files in a secure space in Libraries HR, and manages access to those files by members of the Committee
- Requests, acknowledges, and ensures receipt of a Supervisor's Statement from each person to whom the candidate reported since the candidate's appointment or last promotion, whichever is more recent.
- Requests, acknowledges, and ensures receipt of letters of reference from individuals specified by the candidate, and includes them with the candidate's promotion portfolio. The request will include the following items:
 - The rank for which the candidate is applying, including the candidate's intention to apply for permanent status, if relevant
 - Position description for the librarian's current position
 - The criteria for the rank for which the candidate is applying
 - A request that the reference letter address the criteria to the best of the writer's ability
 - Whether or not the candidate has waived access to these letters
- Informs candidate when letter(s) are received.
- Reviews all submitted portfolios for completeness (see Appendix A: Guidelines for Preparing a Promotion Portfolio); if the portfolio is missing material, notifies the candidate and offers them the opportunity to correct the deficiency before sending the portfolio to the Promotion Committee. This completeness check will be completed within a reasonable time following submission, but no later than 2 days after the final deadline for submission.
- Mediates communication between Committee and candidate, as needed

- Provides information to candidates on how to submit a promotion portfolio electronically

2.9.2 Candidate

Role: The candidate's role is to meet applicable deadlines, and present a comprehensive and compelling case for promotion.

Responsibilities:

- Confirms with Libraries HR their intention to apply
 - Note for any rank other than Librarian: After confirming, candidates may only withdraw, or request a one-year extension, due to extenuating circumstances and after conferral with Libraries HR, since it may affect their continued employment with the Libraries.
- Submits to Libraries HR the names of references, with a statement as to whether or not the candidate waives their right to see the letters. For more on references, including the number required, see Appendix A: Guidelines for Preparing a Promotion Portfolio and Appendix B: Portfolio FAQ.
- Checks with Libraries HR periodically to ensure letters have been received and, if not, contacts delinquent reference(s) to follow up.
- Prepares a portfolio for review by the Committee and submits it to Libraries HR. See Appendix A: Guidelines for Preparing a Promotion Portfolio and Appendix B: Portfolio FAQ for details.
- If portfolio fails completeness check (see Section 2.9.1 above), makes corrections and re-submits.

2.9.3 Promotion Committee

Role: The role of the promotion committee is to review submitted portfolios, impartially and without favor or prejudice, and submit to the Dean a recommendation regarding each candidate.

Responsibilities: See Section 2.9.3.3 below.

2.9.3.1 Composition

The Committee is comprised of five librarians: four elected members serving overlapping two-year terms and a fifth member appointed by the Dean, who serves a one-year term. The purpose of the Dean's appointment is to ensure the committee composition meets the following requirements, in case they are not met through the election. The committee as a whole must contain the following:

- one member with at least five years' service as a librarian of any rank to Syracuse University Libraries

- one member at the rank of Librarian
- one member at the rank of Associate Librarian

A majority of the Committee members will have attained permanent status.

Open seats on the Committee are filled each year by election. Libraries HR prepares the ballot and manages the election (see Section 2.9.1). All librarians, except the Dean and those mentioned in Section 2.4.2, are eligible to serve, and all librarians may vote. Immediately following the election, two alternates will be chosen by lot from the previous year's committee, in case of recusals or conflicts of interest.

2.9.3.2 *Review process*

The Promotion Committee reviews each candidate for promotion or permanent status using the criteria listed for each rank (see Section 2.8 above). The criteria are intended as guidelines for Search Committees, Promotion Committees and supervisors, not as fixed requirements. The two most important criteria are excellence in job performance and either evidence of potential for professional growth (for appointment at, or promotion to, Senior Assistant Librarian) or evidence of professional growth (for appointment at, promotion to, or conferral of permanent status as, an Associate Librarian or Librarian.) The Committee makes a recommendation to the Dean regarding each candidate.

The Promotion Committee and Libraries HR follow the process outlined below and the [Promotion Review Calendar](#).

2.9.3.3 *Responsibilities*

The responsibilities of the Promotion Committee are as follows:

- Attends orientation meeting called by SUL Administration
- Maintains confidentiality of all information connected with the promotion process; deliberations must not be discussed with anyone outside the committee except the librarian personnel administrator and the Dean
- Elects a chair who retains copies of all memos, e-mails, and letters between the committee and Libraries HR.
- Keeps record of dates of all meetings and key decisions and actions.
- Reviews each candidate's portfolio using the criteria for promotion or permanent status listed in this document.
- Holds deliberations on each candidate. In addition to all material contained in the candidate's promotion portfolio, the committee may consider the experience of committee members who interact professionally with the candidate – a component of peer evaluation. The committee should strive to

preserve uniformity and continuity from year to year, evaluating each candidate against the relevant criteria.

- May, if they deem necessary, interview references for additional information or clarification.
- In cases where the Committee needs additional information from the candidate, the Committee should request it through Libraries HR rather than contacting the candidate directly.
- In cases involving conflicts of interest a committee member will recuse themselves from review of that candidate and one of the alternates will take their place. Conflicts of interest include, but are not limited to, the following:
 - When the candidate is a direct report of the committee member
 - When the candidate is a direct supervisor of the committee member
 - Any situation in which a committee member is unable to be impartial in their review
- Meets with the Dean, at the Dean's or Committee's initiative, as needed to discuss questions about candidates, outcomes, or procedures.
- Meets with Libraries HR at the end of the review process and provides feedback about the process.
- Reviews relevant sections of the Librarians' Manual and recommends to the Librarian Forum any appropriate updates, corrections, or changes.
- If any appeals are filed, remains available through the end of the appeals process.

2.9.3.4 *Output*

The output of the committee's deliberations is a recommendation to the Dean as to whether or not the candidate is acceptable for promotion. This output takes the following forms.

A. For all candidates, the committee prepares:

- A written confidential report. This is submitted to the Dean and is **not** shared with the candidate. The report includes:
 - An outline of the candidate's positive contributions and achievements
 - The good qualities of the candidate
 - Suggestions for improvement

B. For candidates judged acceptable for promotion, the committee also prepares:

- A short summary document of the qualities covered in item A and/or suggested areas of improvement, which the Dean will use as the basis for a letter to the candidate if the Dean concurs with the Committee's recommendation. . The candidate may share this document with their supervisor or mentor at their discretion.

C. For candidates not judged acceptable for promotion, the committee also prepares:

- A short written summary stating the reasons for denial and suggestions for future improvement. This is submitted to the Dean, for the Dean to use as the basis for a letter to the candidate if the Dean concurs with the Committee's recommendation.
- Both the summary and the Promotion Committee's procedures are subject to appeal (see Section 2.9.5), therefore the committee must document the procedures they followed and clearly state their reasons for denial.

2.9.4 Dean of Libraries

Role: The role of the **Dean** is to accept or reject the Committee's recommendations, and communicate final decisions.

Responsibilities:

- Accepts or rejects the committee's recommendations. In either case, the Dean will:
 - Prepare the summary he/she will give to and discuss with the candidate
 - Meet with the committee to notify them of the Dean's decision
- Prepares a summary of all recommendations to submit to the provost for review.
 - If the provost does not agree with one or more of the recommendations, the Dean will meet with the Promotion Committee to discuss areas of disagreement.
- Following final approval by the provost, the Dean:
 - Meets with each candidate to convey final decision, and gives the candidate the Promotion Committee's short summary

- Notifies the Committee of final decisions
- Announces promotions and permanent status decisions to SU Libraries
- Informs the Senate Library Committee, for inclusion in the Senate Committee's report.

2.9.5 Appeals

A candidate whose **application** for promotion or permanent status is denied may appeal the decision. All information connected with the appeals process shall be treated as confidential. The appeals process is overseen by Libraries HR, and is as follows.

2.9.5.1 Candidate

An appeal for **reconsideration** must be filed with Libraries HR by the candidate, within one month of notification of the denial. The appeal must include a statement of the reason for appealing. Reasons may include, but are not limited to, discrimination against the candidate; improper application of the criteria for promotion; or breaches of confidentiality. The candidate may consult with the Office of Equal Opportunity Inclusion, and Resolution Services; Human Resources; the Office of the University Ombuds; and/or other campus and outside resources if they so wish.

2.9.5.2 Appeals Committee

Libraries HR will select a three-member Appeals Committee within five business days of the candidate's filing of appeal. Members will be chosen as follows: one selected by the candidate, one from the Promotion Committee, selected by its chair, and one selected by the Dean. All members of the Appeals Committee must be current SU employees, and are subject to the same conflict of interest restrictions as members of the Promotion Committee. The Appeals Committee elects its own chair.

2.9.5.3 Process

- The Appeals Committee shall have access to the candidate's entire portfolio, including letters of recommendation.
- The Appeals Committee deliberates.
 - If the Appeals Committee believes the material to which it has access is not sufficient to make a thorough review, the Appeals Committee may submit a request to the Chair of the Promotion Committee for additional information. The Promotion Committee must respond within five business days.
 - In addition, in cases where the grounds for an appeal are based upon a claim that proper procedures were not followed by either Libraries HR or the Dean of Libraries, the Appeals Committee may submit a

similar list of questions to them, as appropriate. They must respond within five business days. The questions and response will be added to the portfolio and considered as additional evidence.

- The Appeals Committee gives its written report to the Dean within ten (10) business days.
- The Dean reviews the Appeals Committee's report and either upholds or reverses the original decision. The Dean communicates their decision in writing to Libraries HR and the Promotion Committee, and in person to the candidate, within a reasonable period of time, not to exceed twenty (20) business days.
- Libraries HR retains all documentation related to the appeal process in the candidate's promotion file.
- The Dean communicates with the Provost and the Senate Committee, as appropriate, per the process in Section 2.9.4 above.

2.10 Resignation

A librarian intending to resign should submit their letter of resignation to the Dean. One month's notice is requested under ordinary circumstances. Longer notice should be given whenever possible.

2.11 Retirement

Syracuse University provides certain retirement benefits, the terms and details of which are available from the University's [Office of Human Resources](#). For planning purposes, librarians anticipating retirement should discuss their plans with their department head and Libraries HR at least six months in advance of retirement. Librarians seeking emeritus status should refer to Section 2.2 above.

2.12 Involuntary Termination

Section 2.12 and all subsections are governed by Libraries HR and University HR. Non-trivial changes to this section should only be made in consultation with the appropriate individuals in those departments.

2.12.1 Librarians without Permanent Status

Librarians without permanent status may be separated from employment in accordance with University policies and procedures. Reasons for separation from employment by the University may include misconduct, unacceptable performance (including failure to achieve promotion), and layoff due to restructuring. Severance is not paid to employees terminated for conduct or performance reasons; notice or

pay in lieu of notice will be afforded to librarians who are laid off in accordance with current University policies.

2.12.2 Librarians with Permanent Status

Termination of a librarian with permanent status can occur only for adequate cause, financial exigency on the part of the institution, or bona fide discontinuance or reorganization of a program or department. In such cases the librarian is notified in writing by the Dean.

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

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

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

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

3 Salary and Benefits

3.1 Salary

Definitive information on benefits is available on the University Human Resources [Benefits](#) page. For purposes of salary administration, librarians are considered staff employees. For information about salary while on a Research Leave of Absence, see Section 4.3. Subject to budget availability, and at the sole discretion of the Dean of Libraries, promotions in rank may be accompanied by a nominal increase in salary. Librarians who achieve permanent status at a time that does not coincide with a promotion in rank are not eligible for an increase.

3.2 Vacation and Family Leave

Librarians receive the University's standard vacation and family leave benefits as documented in "[Paid Time Off and Leave Policies](#)." In addition, upon employment librarians receive up to five paid days off during the winter break and two paid days off during the spring break.

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

3.3 Travel Policy

Travel for librarians is governed by the Syracuse University Libraries Travel Policy [*currently in development by Libraries HR*], and by the [Syracuse University Travel Policy](#).

4 Professional Development

4.1 Introduction

Professional development (PD) is increasingly important as the Libraries takes on both new and modified services while keeping up with the evolving needs of a major research university. The Libraries is committed to supporting the professional and personal goals of Libraries staff, and to allocating both time and resources to encourage these efforts. All Libraries staff are eligible to propose professional development needs; such activities may include training in specific new skills; research leave, research travel, conference attendance, attendance at workshops; cost and/or leave time for online education (e.g., webinars, online courses, video tutorials); events or workshops we run for ourselves using in-house talent; and suggestions for workshops or experts we could bring to campus to train us in place.

Librarians are responsible for initiating professional development (PD) requests. They are expected to keep themselves apprised of relevant professional development opportunities arising through professional organizations and interactions, both within the Libraries and without.

Libraries HR will ask librarians to submit PD requests in the spring of each year, for the following fiscal year (begins July 1). Requests submitted later will be considered based on relevance and the Libraries' budget. PD requests should be submitted digitally using the [Professional Development Request Form](#). See the [Professional Development](#) page of the Libraries' staff website for more information on the PD request process.

4.2 Education

Education refers to any activity that expands or enhances a librarian's relevant skills, abilities, knowledge, expertise, or perspective. Such activities may be a formal part of a Librarian's job description and may range from a full-semester course to a multi-day conference to an hour-long seminar, and may be in-person (e.g., a hands-on workshop) or virtual (e.g., webinars).

In some cases, Librarians may exercise their own judgment in using work time for professional development. In general, however, Librarians wishing to attend courses, workshops, programs, etc. during work time may do it on their own time, or they may request release time (i.e., paid time off) from their supervisors and/or department heads. This may be done informally on an ad hoc basis (for example, you find out Monday afternoon about a seminar taking place Tuesday morning), or encompassed as part of a formal professional development request (for example, a request to attend next year's annual ALA conference). The [SU Libraries Staff Web Page](#) links to specific details about the Professional Development request process available to all staff at Syracuse University Libraries.

Librarians are encouraged to share updates about their professional development experiences with their supervisors, colleagues and/or department heads, and with the students, faculty, or other staff they serve.

4.3 Research Leaves of Absence

Research leaves are granted for the purpose of encouraging scholarly research, study, or creative activity.

Research leaves are granted for a minimum of two consecutive weeks but shall not exceed one calendar year. Requests for time less than two consecutive weeks, including intermittent time, will be considered under the University's [flexible work arrangement policy](#). It is not normal to grant a terminal leave under this provision.

4.3.1 Eligibility

Librarians with the rank of Assistant Librarian or higher and who have at least one year of continuous service are eligible to apply for a research leave of absence.

4.3.2 Process

Librarians desiring a research leave of absence should apply via the [Research Leave Form](#). The Dean's decision on whether to grant a leave will be based on the value of the leave to the department, the length of time since the previous leave, the duration of the absence, and the disruption of other professional commitments. The Dean shall consider an equitable distribution of leaves in a given year throughout the Libraries departments. The number of persons granted leave in any one year shall not exceed a reasonable percent of the entire librarian staff and may be limited at the discretion of the Dean of Libraries. Requests to extend an approved leave will be considered but shall not exceed one calendar year. If a librarian wishes to return to University service before the expiration of the leave, permission of the Dean is required.

4.3.3 Compensation while on leave

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

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

4.3.4 Report on Leave

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

4.3.5 Future Service

Under normal circumstances, Syracuse University requires that a librarian granted research leave, or another type of leave, with pay will return to full-time service to the University for the equivalent period following their leave. If this obligation is not fulfilled, the librarian or their new employer must reimburse the University for the salary paid while on leave, unless specifically relieved of the obligation by the Sr. Vice President and Chief Human Resources Officer. If, at the end of a leave or the denial of its extension, a librarian does not return to the University, such an absence will be considered a resignation.

5 Service Activities

5.1 Teaching

Librarians may accept occasional formal teaching assignments within academic units of the University. Full-time librarians can accept such assignments on a continuing basis only if the assignment is an integral part of the individual's duties.

Librarians who choose to be unpaid instructors may apply for release time (i.e., paid time off) from their supervisor. Librarians who choose to receive salary stipends for teaching scheduled during their regular working hours must use vacation time or take a leave of absence. Whether they choose to be compensated or not, Librarians should complete the [Request to Teach a Credit Course form](#) on the Libraries Staff page.

Librarians may accept teaching assignments at other institutions or organizations on their own time and at their own discretion, providing it does not interfere with their Libraries work duties and subject to [University conflict of interest policies](#). Librarians should complete the [Request to Teach a Credit Course form](#) on the Libraries Staff page. Consult with Libraries HR regarding any additional paperwork or disclosures that may need to be completed.

Teaching assignments may be subject to the approval of the Dean. Libraries HR will take an annual census of librarians' teaching assignments.

5.2 Consulting

Consulting, which can bring benefits to both the University and the Libraries, should not interfere with the satisfactory discharge of Libraries responsibilities. The University permits outside consulting activities for remuneration, subject to [University conflict of interest policies](#).

Librarians engaged in consulting work will inform their supervisor and the Dean of Libraries.

Appendix A: Guidelines for Preparing a Promotion Portfolio

A.1 Introduction

The promotion portfolio represents the candidate to the Promotion Committee. It summarizes the candidate's professional contributions and accomplishments, and must provide evidence that the candidate meets the criteria for promotion. As such, it should be prepared with care and attention to detail. Candidates should be concise and representative in choosing samples of their publications and other work, especially if these same accomplishments are reflected in the CV and discussed in the Candidate's Statement. Candidates should use their best judgment as to when brief references suffice vs. when complete documentation is most warranted.

A.2 Required components

The candidate must include the following materials in their portfolio. See Appendix B. FAQs for details, examples, and other additional information:

Candidate Statement – A narrative in which the candidate describes

- the nature and significance of their position
- their accomplishments
- how their career accomplishments relate to their professional growth
- how their career accomplishments have supported the mission of their department, the Libraries, and/or the University
- how they have met each of the criteria for the rank for which they are applying.

Job description - Libraries HR will provide the candidate with the most up-to-date job description on file for their position

Curriculum Vitae - An up to date CV, reflecting the candidate's professional career thus far

Supporting documentation – Supporting documentation is intended to provide evidence of the candidate's having met the criteria for promotion. It may include internal documents, published work, tools, code samples, workflows -- anything that provides evidence of, fleshes out, or makes concrete the skills and

accomplishments described in the Candidate Statement. See Appendix B: Promotion Portfolio FAQs for more information.

A.3 Reference Letters

As discussed in Section 2.9.2, the candidate provides Libraries HR with the names and contact information of references. Libraries HR requests and receives the letters and combines them with the items listed above to complete the candidate's promotion portfolio.

Candidates should choose references who are familiar with their work and able to evaluate critically their professional contributions. Candidates who have significant interaction with academic departments, research centers, etc., should include letters of reference from those areas. See Appendix B: Promotion Portfolio FAQs for more information.

The **minimum** number of references required is as follows:

- For promotion to Senior Assistant Librarian:
 - three references, two of which must be from within the Libraries.
- For promotion to Associate Librarian with permanent status
 - two references from within the Libraries
 - two references from outside the Libraries/the University
- For Associate Librarians or Librarians seeking permanent status only
 - two references from within the Libraries
 - two references from outside the Libraries/the University
- For promotion to Librarian
 - two references from within the Libraries
 - two references from outside the Libraries
 - two references from outside the University

Appendix B: Promotion Portfolio FAQs

The purpose of the Promotion Portfolio FAQs is to support the promotion process by providing clarity and examples to help librarians across Syracuse University Libraries develop their individual portfolios. ***These are intended to be helpful and foundational, not prescriptive or limiting.***

Should I include a Table of Contents? Yes, please include a table of contents for your portfolio to make it easier for the committee to locate certain sections. The first section should be the CV, the second should be the Candidate Statement, and the third the Supporting Documentation.

The requirements for the portfolio ask for a CV instead of a resume.

What's the difference? A resume focuses on skills, while a CV ("curriculum vitae") focuses on professional accomplishments. A CV is also generally longer -- since it covers your entire professional career, new items are added and old items never "fall off." Three sections of the CV are particularly important to include: education, professional experience, and publications/presentations/other professional output. "Education" should appear first, as it's the first thing that reviewers are interested in knowing. "Publications/presentations/other professional output" can be thought of quite broadly, encompassing internal outlets such as LibGuides, committee reports, project documentation, etc. as well as more traditional external outlets. Beyond those three sections, include whatever you think carries weight in supporting your candidacy. Depending on your position, you might have a section for "Service to the university & profession" or "Awards & grants" or "Faculty outreach" or "Supervisory achievements," etc. These suggested sections are shared merely to help you consider different ways to think back on your experience; each of us has a unique career arc, and if you don't have anything to fulfill a certain suggested category, just omit that section -- it will not count against you. Presentation of the information can be sub-categorized; use your personal judgement (for example, someone might have a sub-category of "Peer-reviewed" within "Publications" to highlight those publications among all the others). Remember this is the "story of your life" of your career; for each of us, it will be unique. For more examples and ideas, take a look at [Curriculum Vitae Tips and Samples](#) from the Graduate College at the University of Illinois Urbana-Champaign, or the "[Professional Accomplishments](#)" categories from the Medical Library Association.

What should go in the different sections of my portfolio, and how long should they be? As librarians, we engage in a broad spectrum of activities ranging from research and writing to management to technical projects to hands-on patron assistance and instruction. Our roles and responsibilities differ widely, as do our professional career arcs. *As such, the following are guidelines only, to assist you in shaping a portfolio that effectively communicates your qualifications and accomplishments.*

How long should my Candidate Statement be? If you're applying for the rank of Senior Assistant Librarian, you're nearer the beginning of your career and your candidate statement may be on the shorter side. If you're applying for the rank of Librarian, you will have a substantial career behind you and your candidate statement will likely be on the longer side. One page is probably too short while ten pages is probably too long. About 5-7 pages is likely to be sufficient. Use your best judgement while speaking to promotion criteria, span of time you are representing, and various roles and accomplishments within your career.

What should I include in my Candidate Statement? This statement should broadly explain your job and the work you do to accomplish your job, in language that can be understood by others outside of your subject area (don't assume that the Promotion Committee knows what your job is). It should provide highlights of your accomplishments, contributions, and impact on faculty, students, colleagues, direct reports, and staff, as well as the Libraries' overall mission and goals, *with specific reference to the criteria for promotion for the specific rank as laid out in the Manual*. It is essentially an explanation of what your job is, why it matters, and the various tasks and effort you have put forth to succeed in it. When mentioning committees, projects, instruction sessions, reports, and so on that you participated in or contributed to, but did not lead, ensure that your role is highlighted. Reference your supporting documentation as appropriate.

How long should my Supporting Documents section be? This will vary widely depending on your particular roles and responsibilities as well as on the type of material, but something in the neighborhood of 30-60 pages is probably reasonable. Note that you need not include lengthy items entirely, or at full-size. For example, a slide presentation could be saved as a PDF showing multiple slides per page. For an article or paper, you might include only the abstract and a citation or link to the full version. For a research guide, you might include the home page and one or two of the sub-pages, and the URL for the full version.

What should I include in my Supporting Documents section? Supporting documentation is anything that provides evidence of, fleshes out, or makes concrete the skills and accomplishments described in your Statement. As such, use your best judgment, while ensuring that items support/relate to activities that you mentioned in your Statement and/or items listed on your CV. *Any document included here should be referenced, mentioned, or discussed in your Candidate Statement, so that the reason for its inclusion is clear.* Examples of supporting documentation include, but are by no means limited to, the following: a thank-you letter from a faculty member for a stellar instruction session (especially if it gives specifics about how you made it successful); a LibGuide you developed; a PowerPoint presentation to colleagues on a professional topic; a paper delivered at a conference; a published article in a professional journal, blog, or newsletter; the charge for, or a report from, a committee you chaired; recognitions/appreciations from colleagues for assistance or services rendered; internal policies, procedures, or other documentation that you researched, wrote, or developed; a summary of a

project you led or contributed to; a wireframe diagram of a database or website that you developed; photos of students engaged in an instruction session with you; screenshots of a database, tracking spreadsheet, or other tool you developed that made a process or workflow simpler/easier; participant evaluations from a workshop or instruction session you led; an internal or external report you wrote or contributed to; statistics related to your work; proposals or recommendations you created; examples of communications with vendors or other external entities with whom you work; anonymized personnel documentation demonstrating your efforts with those under your supervision such as training or policy documents; a diagram showing a new or improved workflow; something that demonstrates hosting or serving on a program committee listed on your CV; and so on.

Can I include my annual performance evaluations as Supporting

Documents? You can, but since your supervisor(s) will be providing a Supervisor's Statement, they are not necessary. Only do this if you feel they add substantially to your case for promotion. However, reviewing your annual evaluations may help you in writing your Candidate Statement by refreshing your memory about projects, goals, etc.

What activities are included in "Community work, supporting the University's goals and initiatives" (Section 2.8.5, Librarian criteria)? This refers to things that actively foster a relationship between SUL and the local community -- places where your professional expertise and knowledge intersect with a community need or request for assistance. "Community" could include local high schools, community colleges, social/special interest groups, art institutions/galleries, libraries, historical associations, and so on. Activities might include an instruction session for a local high school or community group; representing the library profession at a school career day; volunteering your expertise and knowledge to assist a local group in creating a documentation database or building a resource library; and so on.

How should I organize my Supporting Documents section? You can organize this section in whatever way seems best to you - chronologically, or by type of material, or by connection to a specific criteria for promotion. We do strongly suggest adding page numbers and/or subdividing with tabs, so that you can easily reference specific items from your Candidate Statement (e.g., "see Supporting Documentation, pp. 23-28" or "see Supporting Documentation, Section B"). This will make it easy for the committee to find them when reviewing your portfolio.

I have a specialist (i.e., non-traditional MLS/MSLIS or librarian) role. How can I best present this? Tailor your Candidate Statement to help the Promotion Committee understand what your job is and how/where it fits within the larger Libraries. For example, if you obtained an important credential in your area of expertise, highlight the significance to your role. The same goes for organizations you belong to, conferences you attend, etc. If your role is primarily project-based, spelling out the technical or process side of a project, or including a sample

workflow in your Supporting Documents, may be helpful. If you mention statistics or numbers, put them in context to highlight their meaning/importance (e.g., “This is a 10% improvement over last year” or “Completion of this project expanded discoverability and improved consistency in Voyager search results”). If something might be seen as out of scope for your position, explain its relevance. Libraries HR can connect you with another specialist/non-traditional librarian who has recently been through the promotion process, who can offer ideas or suggestions.

How far back should I go in all this? Your CV should cover your entire professional career, whether here at SUL or elsewhere. If this is your first time applying for promotion at SUL, the other sections of your portfolio should focus on what you have done since joining the Libraries. Prior work can be brought into the mix, but ideally it should in some way be connected to your work here at SUL. If this is your second or subsequent time applying for promotion, your portfolio should focus on what you have done since the last time you applied for promotion. Content included in your previous portfolio may be referenced, but it should be in the context of how you have expanded, built upon, improved, or otherwise given some “added value.”

Can I submit my portfolio electronically? Yes. All portfolios should be submitted electronically. You can request a secured G: to upload your portfolio to or you can submit it through a jump drive. In the e-portfolio you may also provide or include URLs for material that is available online, but your portfolio as submitted should stand on its own and you should not rely on the Committee following links as part of their evaluation process.

How many reference letters can I have? You must have the minimum number as listed in Appendix A above. More than the minimum number of letters is fine, especially if they address different areas of your work (i.e., don’t submit ten letters that all address the same thing). Be sure your recommendation letters focus on work that was done during this promotion cycle. Consider asking those giving you a recommendation to emphasize specific projects or work that relates directly to the promotion criteria. Note that your supervisor will automatically be asked to provide a “Supervisor’s Statement” so there is no need to ask them for a letter.

Can you give me some suggestions on who to ask for references? A reference can be anyone with whom you interacted professionally, and who can attest **personally** to your meeting the criteria for the rank for which you’re applying. Possibilities may include faculty members, Libraries colleagues, colleagues at other institutions, professional association colleagues, teachers, students, mentors, mentees, or members of the community.

Why do different ranks require different numbers/types of references? As you progress through the ranks, the assumption is that you will interact with a wider range of people, both inside and outside the Libraries. The different

requirements for letters of recommendation are intended to reflect this, and to give the committee a well-rounded picture of your professional work and development.

For these references, what do “within the library” and “outside the library” and “outside the University” mean? For purposes of references, “within the library” is defined as an individual who was employed by Syracuse University Libraries during the time you interacted professionally with them (that is, the period that presumably they’ll be writing about in their letter). “Outside the Libraries” is defined as individuals who were employed by the University but not by the Libraries during the time you interacted professionally with them. “Outside the University” is defined as individuals who were not employed by Syracuse University during the time you interacted professionally with them.

One of the people I wanted to use as an internal reference recently changed jobs/retired and no longer works for SU. Can I still use them as an internal reference? Yes, as long as your professional interaction with them (that is, the activities they’ll be writing about) took place while they were employed by SU Libraries.

What happens to these reference letters if I withdraw from the promotion process? If you withdraw from the promotion process, any reference letters received by Libraries HR will be destroyed. In case some letters have not yet been received, you may also want to contact your references and inform them that they no longer need to write a letter on your behalf.

Should I have somebody else look over my portfolio before I present it? It is always a good idea to have the perspective of another set of eyes on an important document. You might ask your supervisor, or someone you view as a mentor, or a colleague who has served previously on the Promotion Committee, or even a friend who has great writing skills.

Are there sample portfolios I can look at? Libraries HR doesn’t maintain any sample portfolios. However, there are groups within the Libraries that sponsor portfolio “show and tell” events several times a year, during which **librarians** of different ranks loan their portfolios for review. You could also ask colleagues who have been promoted to the rank for which you are applying if they would be willing to share theirs with you.

How many copies of my portfolio do I need to submit? Just one.

Will I get it back afterwards? No, you should make a copy of it and you will still have the physical copy of your submission.

What happens after I submit it? Upon receipt of your portfolio, Libraries HR will do a completeness check to verify that all sections are present. If there are any missing items, you will be notified within a reasonable time (and no later than 48 hours after the submission deadline) so that you have time to make any necessary

changes. For example, a portfolio that lacks a CV would likely be returned for adjustment. Once the portfolio passes the completeness check, Libraries HR will pass it on to the Promotions Committee.

Who will see my portfolio? Only the Promotion Committee, Libraries HR, and the Dean of Libraries will see your portfolio. Portfolios are not sent to the Provost.

What happens to my portfolio at the end of the process? Libraries HR retains digital copies of all portfolios, in accordance with the University's retention schedule. You should keep a copy of your portfolio for yourself.

What does get sent to the Provost? Refer to Section 2.9.4 for specifics.

When does all this happen and how long does it all take? For the dates for the current year's promotion cycle, see the [Promotion Review Calendar](#),

Appendix C: Relevant Professional Documents

C.1 Code of Ethics of the American Library Association (ALA)

See [the ALA website](#) for the current American Library Association code of ethics.

C.2 Code of Ethics of the Society of American Archivists (SAA)

See [the SAA website](#) for the current Society of American Archivists Core Values Statement and Code of Ethics.