

University of Hawaii at Manoa Library
Library Personnel Committee
Policies and Procedures

Approved by the
University of Hawaii at Manoa Library Senate
February 13, 2008

I. Introduction

The policies and procedures of the University of Hawaii on promotion, tenure, and contract renewal for the academic faculty appear in the current faculty handbook and the current collective bargaining agreement. All librarians are urged to become familiar with them.

Application of University policies and procedures requires that each college or university division has its own internal procedures. Because of the nature of its program, the University of Hawaii at Manoa Library maintains a library-wide personnel committee, rather than departmental or division level personnel committees. The Library Personnel Committee, a Committee of the Library Senate, is that body. It is elected by the faculty of the Library to develop and carry out the Library’s internal personnel procedures. These are stated in the following sections in this document:

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The basic objectives sought in the development of these documents are: (1) absolute fairness to the candidate, (2) full consideration of the overall needs of the Library, the patrons, and the University, and (3) representation of all Library units in the reviewing procedure.

II. Tenure and Promotion Procedures

A. Cancellation

This statement of procedures is effective when approved by the University of Hawaii at Manoa Library Senate and cancels all previous statements.

B. Confidentiality and Access to the Dossier

During tenure and promotion deliberations, librarians elected to the Library Personnel Committee and those in supervisory and administrative positions within the Library see privileged information. They are responsible for maintaining the confidentiality of that information.

Access to a candidate's dossier is limited at each review step to those individuals deliberating at that step. The candidate is advised to retain a copy of the dossier exactly as submitted. Candidates may add material to their dossier at any time during the review process within the Library. Such additional material should only update or add something substantively new that has occurred since the submission of the dossier. Revisions and corrections are not permitted. Examples of appropriate additional submissions are: publication of an additional paper; additional letters of thanks, praise, or recognition; completion of a grant or project, etc.

Material in the candidate's personnel file, such as annual contract renewal evaluations or evaluation statements made by previous Library Personnel Committees, and resumes, will be made available to the current Library Personnel Committee only with the consent of the candidate.

If confidential information affects the decision of the Library Personnel Committee, it will be quoted or abstracted in the Committee's assessment without revealing the source. Any material submitted to the Library Personnel Committee relating to an individual's tenure or promotion application becomes part of the dossier and must be retained and go forward with the document and no anonymous material will be accepted at any level of deliberation.

C. Administration Office

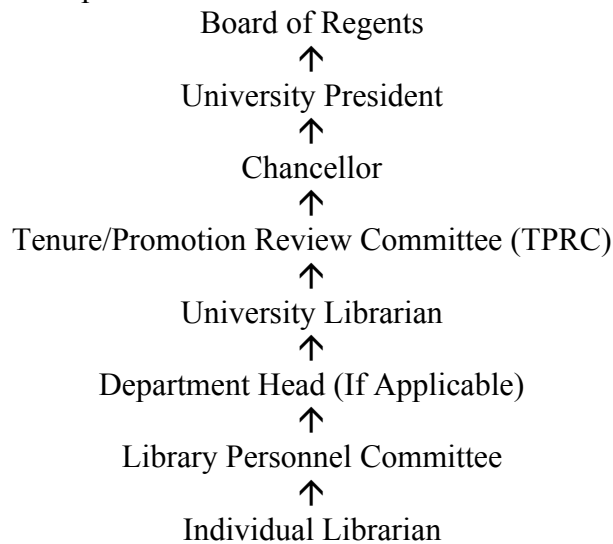
The Administration Office (Office of the University Librarian) maintains personnel records for all Library personnel. As a courtesy, the Office notifies librarians when they are to be considered for tenure and contract renewal. The Office will also notify librarians of the procedures for requesting extension of the probationary period. The Office provides all forms required for completion of tenure and promotion dossiers, assists in the coordination of the review process within the Library, and maintains the security of the dossiers. If the candidate has submitted names of external (non-Library) evaluators, the Office solicits and receives external (non-Library) evaluations at the request of and on behalf of the candidate according to University guidelines. Upon completion of all deliberations, the Office duplicates the dossiers for forwarding from the Library.

D. Sequence of Review Steps

No individual may have more than one formal opportunity to assess and vote on a candidate. The appropriate opportunity is determined by the sequence outlined in the current collective bargaining agreement: from Library Personnel Committee, to Department Head, to University Librarian. (NOTE: In the Library, the position of Department Head is equivalent to the position referred to as Department/Division Chair (DC) in the current collective bargaining agreement; the Library Personnel Committee is equivalent to the Department/Division Personnel Committee (DPC).)

Where applicable, a written assessment from a candidate's Immediate Supervisor may be added to the dossier before it goes to the Department Head. In cases where an individual has an Immediate Supervisor who is not the Department Head, the Department Head may consult the Immediate Supervisor regarding the promotion or tenure evaluation. Consultation with the Department Head may also be initiated by the Immediate Supervisor. If the Immediate Supervisor is also the candidate's Department Head or the University Librarian, the formal assessment and vote will be made at the highest supervisory level and not earlier.

Summary of review steps:



(NOTE: The order of review is contractual and is governed by the current collective bargaining agreement.)

E. Responsibilities and Duties of Those Involved

1. Individual Librarian

- a. An individual librarian may apply for promotion or tenure and is responsible for preparing the necessary Promotion/Tenure application. The candidate's application shall address the appropriate criteria for Tenure and Promotion for Librarians as

outlined in the pertinent Library Personnel Committee documents. The candidate may supply names of external (non-Library) evaluators (normally from three to five) to the Administration Office for solicitation of letters of evaluation. (Cf. the current University criteria and guidelines on the tenure and promotion process). In all cases, letters to external evaluators will be sent out in the name of the chair of the Library Personnel Committee and marked as confidential.

- b. In the case of tenure, the review process is governed by tenure evaluation procedures in the current collective bargaining agreement. The procedures call for: 1) the candidate to prepare the dossier in consultation with the department chair, if requested by the candidate; and 2) the application to be reviewed by the department chair and the Library Personnel Committee, who make written assessments and append their recommendations if they so desire; and 3) the Committee to transmit the dossier to the next higher level of review, in this case, the University Librarian, who after making an assessment and recommendation, 4) forwards the dossier for review by the external Tenure and Promotion Review Committee.
- c. Although not required, the Library Personnel Committee requests the candidate's copies of all prior years' Library Personnel Committee and Department Head evaluations be attached to the application. These documents help to provide continuity of information and a record of cumulative effort for new members of the Library Personnel Committee.
- d. Faculty who are subject to contract renewal in the same year in which they are applying for promotion shall follow the criteria and the form for promotion. A copy of this document will serve as their contract renewal document with an additional statement on present and future value.

2. Department Head

The Department Head coordinates the work of other librarians. He/She is responsible for completing the Department Head's page(s) of the Promotion and Tenure Form and reviewing the application with the candidate. If the Department Head is not a member of the bargaining unit, he/she shall not complete the Promotion and Tenure Form for Department Chairs, but may append comments to the University Librarian's recommendation.

3. Library Personnel Committee

The Library Personnel Committee is composed of five librarians elected according to its "Election Procedures."

- a. General rules governing deliberations of the Committee are as follows:
 - (1) Meetings will be called by the Chairperson or at the request of a majority of members. The Committee will meet in closed session.
 - (2) A quorum will consist of three members.
 - (3) Voting will be by secret ballot.
 - (4) Voting results, including tie votes, will be reported by count.
 - (5) Committee members who are under consideration for promotion will be excused from serving on the Library Personnel Committee while it considers other applicants for promotion and tenure. They will be replaced by their alternates for the duration of the promotion and tenure deliberations. However, during contract renewal deliberations they will serve on the Library Personnel Committee.
 - (6) Committee members will be excused from deliberation and voting in cases involving candidates for whom they serve as Immediate Supervisor and/or Department Head.
 - (7) Recusal
 - (a) As directed in the current collective bargaining agreement, Committee members have the responsibility for avoiding conflicts of roles. During an individual case, a Committee member shall recuse him/herself if the member perceives a "conflict of roles," or if the Committee member has a strong personal bias which precludes his/her reaching an objective assessment.
 - (b) In a case in which a member or members of the Library Personnel Committee feel that another member of the committee should recuse him/herself, but that other member refuses to do so, the Library Personnel Committee shall vote on the

issue. If the majority of Library Personnel Committee members vote for recusal, the member will be recused for that case.

- b. The Committee's responsibilities and duties include:
- (1) Determining the Library's timetable for deliberations in accordance with the timetable established by the University.
 - (2) Scheduling and conducting an orientation meeting for all candidates for personnel action, supervisors, Department Heads and other interested staff members for briefing on procedures and requirements.
 - (3) Providing a mentor for the candidate if he/she would like one. The major role of the mentor is to assist the candidate by reviewing the application for completeness, clarity and coherence.
 - (4) Providing selected, recent, well-written applications, through the Library Administration Office, to be on file for candidates' review.
 - (5) Letters to external evaluators
 - (a) In all cases, letters to external evaluators will be sent out in the name of the chair of the Library Personnel Committee and marked as confidential.
 - (6) Wide-ranging Evaluations
 - (a) Soliciting, for Committee consideration, written or verbal evaluations from Library staff having knowledge of the candidate. This may include calling in individuals to give verbal testimony to clarify specific issues that arise during the review of the dossier. Written wide-ranging evaluations received after the deadline set by the committee will not be considered.
 - (7) Candidate Interviews
 - (a) Scheduling, if necessary, one or more meetings with a candidate for clarification of all aspects of the

dossier and offering the candidate the opportunity to respond to any negative evaluations received by the Committee. Written responses to the Library Personnel Committee will be included as part of the Committee's section of the dossier.

- (b) Questions asked by the Library Personnel Committee shall be confined to those which speak to the Criteria for Tenure and Promotion as outlined in the pertinent Library Personnel documents.
- (8) Guaranteeing a thorough and objective review of all pertinent information on the candidate based on the description of Criteria for Tenure and Promotion as outlined in the pertinent Library Personnel Committee documents.
- (9) Preparing a written statement of strengths and weaknesses that is an honest and thorough appraisal of all facets of the candidate's application. If the vote is not unanimous, the Committee's assessment must explain both the majority and minority opinions; or, two reports may be written, one expressing the majority opinion and one expressing the minority opinion.
- (10) Voting on the application and recording the vote count.
- (11) Completing the "Department Personnel Committee" pages of the Promotion and Tenure Form.

III. Criteria for Tenure and Promotion for Librarians¹

A. Cancellation

This statement of criteria is effective when approved by the University of Hawaii at Manoa Library Senate and cancels all previous statements.

B. Role of the Librarian in the Academic Community

The library is the intellectual center of the University. It is the professional responsibility of academic librarians to select, acquire, organize, manage and interpret the materials that comprise this essential resource. Academic librarians bring to their responsibilities knowledge of library methodology, specialized subject and geographic knowledge, language skills, and highly developed research and management skills. The role of the librarian within the academic community is described in the following statement, adopted by the membership of the Association of College and Research Libraries in 1971 as part of the preamble to the Standards for Faculty Status for College and University Librarians:

“The academic librarian makes unique contributions to the academic community and to higher education itself. These contributions include developing collections, providing bibliographic access to all library materials, and interpreting these materials to members of the college and university community.

“Specific services include instruction in the use of print and online library resources and the creation of new tools to enhance access to information available locally, regionally, nationally, or internationally.

“Librarians contribute to the sum of knowledge through their research into the information process and other areas of study. Service improvements and other advances in the field result from their participation in library and other scholarly organizations.”²

C. Minimum Qualifications

(Refer also to University criteria and guidelines for tenure and promotion for educational and experience requirements.)

1. Librarian II (B-2)

Librarians in this rank are at the entry level and are generally under some supervision. Assignments are undertaken with some latitude for independent judgment. Emphasis is placed on becoming familiar with departmental functions, Library-wide goals and University programs. Assignments, while performed

¹ Prior to July 1987, Librarians were classified as Specialists.

² *Standards for Faculty Status for College and University Librarians*. Approved by the Association of College and Research Libraries Board, June 2007. <http://www.ala.org/ala/acrl/acrlstandards/standardsfaculty.cfm>

within established procedures, may include work which allows opportunity for originality and growth. Evidence of initiative, analytical and problem solving ability should be displayed at this level. The librarian should maintain awareness of current professional literature and developments.

2. Librarian III (B-3)

Librarians in this rank should display knowledge and ability sufficient for independent performance of assigned Library activities and should be knowledgeable about Library and University policies and procedures. The individual should demonstrate initiative in developing specialized skills and/or interests to grow professionally and contribute needed expertise to the Library and University. Continuing awareness of current professional literature and developments is expected. Librarians may be engaged in managerial or supervisory activity when appropriate to their position or function.

3. Librarian IV (B-4)

Librarians in this rank are expected to perform functions and activities with outstanding competence. They should demonstrate evidence of maturing professional growth and assumption of progressive and varied responsibilities. The individual should show ability to anticipate and recommend changes in accordance with the changing needs of the Library and University as a whole. They should exhibit independence and creativity in provision of service and/or program development or evaluation. The librarian should participate in academic or professional activities within the University and beyond. Librarians may be engaged in managerial or supervisory activity when appropriate to their position or function.

4. Librarian V (B-5)

Librarians in this rank may be involved in organizing, implementing, or evaluating major programs and/or services within the Library or University. The individual may also represent the Library in University or community affairs. Librarians may be engaged in managerial or supervisory activity when appropriate to their position or function. Librarians in this rank must demonstrate academic and professional leadership, functioning in responsible positions in academic and professional affairs. Leadership can be at the state or national level and demonstrated by contributions to the field through activities such as publications, committee work, presentation of papers, etc. When applying these criteria during faculty evaluation, it is expected that a librarian's performance should not fall below the duties and responsibilities described for the rank currently held.

D. Evaluation of Academic Librarians

The primary and essential standard for evaluation is excellence in library service. Librarians shall be judged on such factors as quality of performance, understanding of library methods and policies, command of their subjects, continued growth in their fields, judgment, leadership, originality and initiative, ability to relate their functions to the broader goals of the Library and the University, and demonstrated responsiveness to the concerns and needs of Library users. A librarian is expected to show increasing effectiveness in new library responsibilities. In addition, librarians shall be judged by those criteria appropriate to their specific functions (see “Aspects of Librarianship” below).

Professional growth and development should continue throughout the librarian’s career. Growth is measured both by professional contributions and by the development of expertise, which is a prerequisite for such contributions. Librarians shall be judged on such factors as the quality of professional contributions or development, the expertise demonstrated, the recognition gained, and the relevance of such contributions or development to the specific functions of the individual librarian and to the overall goals of the University or of the Library. Such professional growth may also be evidenced by the pursuit of additional academic degrees, or additional academic study, or may be shown by participation in formalized programs of professional enhancement. For other librarians, the arena of professional growth may lie in the mastery and effective application of new, innovative approaches to library services, such as library automation, budgeting and management techniques, etc. Other appropriate professional contributions and achievements can also be considered, such as consultant services and the receipt of awards, grants, and honors.

Activities in the area of service to the University and community, while important, are subordinate to the criteria of library service and professional growth and development. Evidence of participation in this area, however, may include such activities as involvement in campus or system wide committees, or effective public relations with University personnel, the community, and professional groups. Librarians should demonstrate awareness of the milieu in which they function by being involved beyond their immediate sphere of functional service.

E. Aspects of Librarianship

There are several broad aspects of librarianship. These include: collection development, bibliographic control, public and reference service, instructional services, administrative/managerial responsibilities, information technology and library automation, research, service, creative contributions and other teaching activities. Generally, librarians concentrate their professional career on one or two of these aspects.

The following list of examples illustrates the range of achievements, knowledge and skills, that may be considered in evaluating the professional activities, service, and other contributions of faculty librarians. The list is not in priority order. It is not exhaustive, nor does each example apply to every librarian; however, a well- rounded librarian should be able to present a variety of examples. Note: the concentration on one or more aspects of librarianship will vary for each librarian according to the nature of his/her particular responsibilities.

1. Collection Development

Resources in various media must be developed to enhance the programs of all colleges and schools and to maintain the effectiveness of the library as a resource at the University of Hawaii at Manoa (UHM). Library faculty, whose responsibilities are concentrated in this area, must take the initiative for exploring and identifying scholarly publications in a wide range of disciplines that relate to the content and objectives of programs on the UHM campus.

Areas of expertise in collection development include, but are not limited to, the following:

- Knowledge of library resources, procedures and techniques relevant to collection development activities.
- Knowledge of the library collections and the University programs which they support.
- Knowledge of the world of publishing and its distribution channels.
- Effectiveness in obtaining needed library materials, as expeditiously as possible, through purchase, exchange agreements, interlibrary loan, or other methods.
- Ability to recognize research and publication trends, in one or more subject disciplines, and to anticipate collection needs which develop from such trends.
- Ability to develop and maintain the collection in subject fields through on-going and critical review of relevant literature.
- Proficiency in languages or subject knowledge related to University programs.

2. Bibliographic Control

All library resources must be analyzed and organized in such a way that they can be effectively used by present and future scholars. The Library's catalogs, files, and locally created bibliographic tools provide access to a wide range of materials. Scholarly publishing is complex and diverse and multiple access points must be provided to facilitate use by students and faculty. The design, development and maintenance of these library access tools is a cooperative and

cumulative process. Our resources, when included in local, national, and international data bases, make the University of Hawaii's collections available to scholars and students worldwide.

Areas of expertise related to bibliographic control include, but are not limited to, the following:

- Knowledge of technical resources and methodologies available for achieving bibliographic control in the most accurate and effective manner.
- Knowledge of an academic discipline(s) or an advanced specialization in one or more subject, format, or language fields.
- Skill in analyzing books, serials, manuscripts, or non-print media in a scholarly manner to extract the essential content.
- Skill in applying national and international standards to the description of library materials and holdings in all subjects, languages, and formats.
- Effectiveness in interpreting various catalogs and other finding tools to library users.

3. Public and Reference Services

Public and reference services must insure the effective sharing and utilization of library resources in all media. An understanding of and commitment to the educational and research programs at UHM will influence the scope, variety, and quality of sources offered.

Areas of expertise related to public and reference services include, but are not limited to, the following:

- Working effectively with people to provide thorough, efficient, and courteous assistance to patrons.
- Possessing skill in interpreting questions, locating relevant information, or conducting reference interviews.
- Facilitating use of the library collections by patrons through knowledge of the collections and the University programs they support.
- Developing knowledge in an academic discipline(s) or an advanced specialization in one or more subject, format, or language fields.
- Effectively designing search strategies in manual and/or automated systems.
- Effectively conveying information regarding library policies, procedures, and/or services to users.

4. Instructional Services

Instruction, whether in formal classroom settings or in less formal group and individual sessions, is an ongoing activity of librarians. It consists of helping to

define questions, assisting in the conduct of research, or effectively assisting in the use of library resources and bibliographic services.

Areas of expertise related to instruction include, but are not limited to, the following:

- Proficiency in planning, developing, and conducting library orientation programs and implementing other instructional projects for various levels of student use of the library.
- Teaching ability, whether in conducting formal classes in library resources and services, or in instructing individual patrons in particular aspects of library use, or in the development of learning aids, audio visual presentations and guides to the collections.
- Effectiveness in developing and using a variety of materials and methods in formal library instruction about bibliographic research, use of reference materials in specialized areas, and instruction in the use of the library's catalogs in all formats.

5. Administration and Management

The effective organization of activities in all sections of the library is essential to operation of the Library Services Program. Librarians with administrative/managerial responsibilities must work effectively to create an optimum environment for the accomplishment of departmental activities and library objectives.

Areas of expertise related to administration and management include, but are not limited to, the following:

- Effectiveness in planning, organizing and controlling work flow.
- Keeping abreast of current trends in application of computer technology to library automation and implementing applications where possible.
- Demonstrating effective leadership and innovative ability in improving library organization, procedures, services, communication and staff relationships.
- Establishing and maintaining productive working relationships with other faculty, students, and general public, and publishers and distributors, to facilitate resource development and effective service.
- Ability to identify and resolve problems.
- Contributing to the development of colleagues and in-service training of paraprofessional staff, student interns, and assistants.

- Ability to manage fiscal and budgetary responsibilities as assigned.
- Serving effectively on library administrative bodies.
- Obtaining awards and grants to support library programs.
- Serving effectively in relating library functions to campus-wide administrative bodies.

6. Information Technology and Library Automation

Computer-based systems and services have become integral to the way libraries function. They have become the foundation for electronic storage, retrieval, and delivery of a wide range of bibliographic and full-text data. Information technology enhances and offers broader and deeper access to library resources and other online information. Integrating appropriate information technology into the mission of the library is one of the responsibilities of library faculty active in this aspect of librarianship, and often requires a high degree of understanding of the operations of all units of the library. Additionally, these faculty must keep current with new developments in the application of information technology in support of programs on the University of Hawaii at Manoa campus.

Areas of expertise related to information technology and library automation include, but are not limited to, the following:

- Knowledge of library procedures and services and their automated counterparts, i.e. circulation, serials, acquisitions, cataloging, online retrieval systems, etc.
- Effectiveness in communicating, analyzing, interpreting and testing technical requirements of automated library and online information systems as they affect the processing, access and delivery, use and dissemination of information.
- Knowledge of the world of computer hardware, software, online information resources or automated systems.
- Ability to work effectively with staff, vendors, and patrons to provide thorough and responsive assistance and consultation in support of access to online resources and/or computer technology.
- Skill in facilitating use of online systems and broad or specialized knowledge of their capabilities to support augmented access to a wider range of data which complement and enhance traditional information resources.
- Developing expertise or an advanced specialization in one or more applications of information technology or computerized systems.
- Effectiveness in translating technical jargon and conveying information regarding automated library services and procedures to the user, as well as to designers and vendors of computer-based systems.

7. Research, Service, Creative Contributions, and Other Teaching Activities

As professionals, librarians also provide other services, teaching, and creative contributions to the University and community. Examples of such activities include, but are not limited to, the following:

- Conducting research or structuring and organizing information in the preparation of catalogs, bibliographies, etc., or in editorial responsibilities for library publications.
- Providing professional expertise to the community, e.g., consulting.
- Providing essential non-remunerative contributions to the community by virtue of special academic and/or professional competence.
- Serving on library and University committees.
- Maintaining membership and serving in learned, professional and honorary societies, and relevant community associations.
- Organizing conferences and workshops.
- Developing and/or instructing courses based on professional competence, but not directly related to performance of assigned library responsibilities, e.g., teaching in the Library and Information Science Program.
- Serving as guest lecturer for courses in Library Science or other disciplines.
- Receiving fellowships, grants, or awards.

F. Tenure Considerations

The general reason for recommending tenure is that the librarian is, and will continue to be, an efficient and productive member of the Library faculty. The candidate is evaluated in terms of:

1. Competence in professional activities as a librarian.
2. Extent and worth of service and other teaching, research, and creative contributions.
3. Present and future value to the Library and the University.

In considering the librarian for tenure, the emphasis is on professional ability and potential for future development. In the evaluation, specific activities and knowledge re weighted in each case to reflect the responsibilities and rank of the candidate. Examples

of activities and knowledge that may be appropriately reviewed are given in Section III.E, Aspects of Librarianship, above.

G. Promotion Considerations

The general reason for recommending promotion is that the librarian has cumulated valuable experience and a range of significant achievements that clearly demonstrate increasing professional maturity and justify transition to the next rank. The candidate is evaluated in terms of:

1. Quality of professional achievements and development as a librarian.
2. Extent and worth of service and other teaching, research and creative contributions.

In considering the librarian for promotion, the emphasis is on achievements as a librarian. In the evaluation, specific activities and knowledge are weighted in each case to reflect their relevance to the responsibilities of the candidate and the rank under consideration, but achievements as a librarian are the single most important factor. Examples of activities and knowledge that may be considered are given in Section III.E, Aspects of Librarianship, above.

IV. Contract Renewal Procedures

A. Cancellation

This statement of procedures is effective when approved by the University of Hawaii at Manoa Library Senate and cancels all previous statements.

B. General Requirements/Purpose

University requirements relating to length of faculty probationary periods, procedures and schedules for contract renewal or termination of appointment for non-tenured faculty are contained in the current collective bargaining agreement.

For Library faculty, the procedures described in this document are intended to serve not only to meet the University's requirement for assessment of the candidate before a contract is renewed, but also to:

1. Provide the librarian, the Immediate Supervisor and/or Department Head and the librarian's peers an opportunity to discuss candidly the librarian's day-to-day performance and professional future, and to stipulate areas where improvements, if needed, should be made.
2. Provide the librarian an opportunity, in as much as the contract provides, to prepare a dossier and experience a review that approximates the tenure review that the librarian may undergo at the end of the probationary period.

Where there is any problem, deficiency, or doubt about any aspect of a librarian's performance, this should be recorded in the review process by the person(s) concerned and discussed with the librarian as early as possible during the probationary period, so that maximum time shall be available to correct the problem or eliminate the deficiency.

C. Forms for Contract Renewal

The University of Hawaii distributes a contract renewal form (title may vary from year to year).

Faculty who are subject to contract renewal in the same year in which they are applying for promotion shall follow the criteria and the form for promotion. A copy of this document will sever as their contract renewal document with an additional statement on present and future value.

D. Confidentiality and Access to the Dossier

During contract renewal deliberations, librarians elected to the Library Personnel Committee and those in supervisory and administrative positions within the Library see

privileged information. They are responsible for maintaining the confidentiality of that information.

Access to a candidate's dossier is limited at each review step to those individuals deliberating at that step. The candidate is advised to retain a copy of the dossier exactly as submitted.

Material in the candidate's personnel file, such as earlier annual contract renewal evaluations or evaluation statements made by previous Library Personnel Committees, and resumes, will be made available to the current Library Personnel Committee only with the consent of the candidate.

If confidential information affects the decision of the Library Personnel Committee, it will be quoted or abstracted in the Committee's assessment without revealing the source. Any material submitted to the Library Personnel Committee relating to an individual's contract renewal application becomes part of the dossier and must be retained and go forward with the document and no anonymous material will be accepted.

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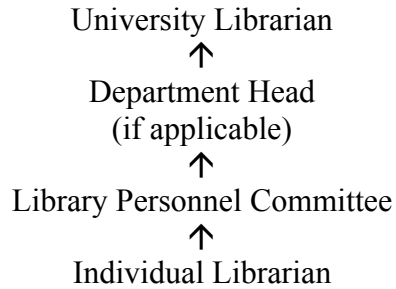
The Administration Office (Office of the University Librarian) maintains personnel records for all Library personnel. The Office notifies non-tenured librarians when they are to be considered for contract renewal, assuring that timely consideration is given. The Office provides all forms required for the contract renewal process, assists in the coordination of the review process and maintains the security of the dossiers.

F. Sequence of Review Steps

No individual may have more than one formal opportunity to assess and vote on a candidate. The appropriate opportunity is determined by the sequence outlined in the current collective bargaining agreement: from Library Personnel Committee to Department Head. In cases where an individual has an Immediate Supervisor who is not the Department Head, the Department Head may consult the Immediate Supervisor regarding the contract renewal evaluation. Consultation with the Department Head may also be initiated by the Immediate Supervisor.

The University Librarian does not usually write an assessment, but makes the final decision whether or not the candidate's contract will be renewed, and so notifies the candidate in writing. The contract renewal form provides for the candidate to see the vote and assessment made by the Library Personnel Committee and the Department Head, and to add a rebuttal at each of these steps if he/she wishes.

Summary of review steps:



(NOTE: The order of review is contractual and governed by the current collective bargaining agreement.)

G. Responsibilities and Duties of Those Involved

1. Individual Librarian

- a. An individual librarian is responsible for preparing the necessary Contract Renewal application. The candidate's application shall address the appropriate Contract Renewal Procedures and Criteria in the pertinent Library Personnel Committee documents. As per the application instructions, the write-up shall be cumulative with emphasis on the current year of service.
- b. Although not required, the Library Personnel Committee requests that the candidate's copies of all prior years' Library Personnel Committee and Department Head evaluations be attached to the application. These documents help to provide continuity of information and a record of cumulative effort for new members of the Library Personnel Committee.

2. Library Personnel Committee

The Library Personnel Committee is composed of five librarians elected according to its "Election Procedures."

- a. General rules governing deliberations of the Committee are as follows:
 - (1) Meetings will be called by the Chairperson or at the request of a majority of members. The Committee will meet in closed session.
 - (2) A quorum will consist of three members.
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- (4) Voting results, including tie votes, will be reported by count.
- (5) Committee members will be excused from deliberations and voting in cases involving candidates for whom they serve as Immediate Supervisor and/or Department Head.
- (6) Recusal
 - (a) As directed in the current collective bargaining agreement, Committee members have the responsibility for avoiding conflicts of roles. During an individual case, a Committee member shall recuse him/herself if the member perceives a “conflict of roles,” or if the Committee member has a strong personal bias which precludes his/her reaching an objective assessment.

 - (b) In a case in which a member or members of the Library Personnel Committee feel that another member of the committee should recuse him/herself, but that other member refuses to do so, the Library Personnel Committee shall vote on the issue. If the majority of Library Personnel Committee members vote for recusal, the member will be recused for that case.

b. The Committee’s responsibilities and duties include:

- (1) Determining the Library’s timetable for deliberations in accordance with the timetable established by the University.
- (2) Scheduling and conducting an orientation meeting for all candidates for personnel action, supervisors, Department Heads and other interested staff members for briefing on procedures and requirements.
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- (4) Providing selected, recent, well written applications, through the Library Administration Office, to be on file for candidates’ review.

- (5) Wide-ranging Evaluations
 - (a) Soliciting, for Committee consideration, written or verbal evaluations from Library faculty and staff having knowledge of the candidate. This may include calling in individuals to give verbal testimony to clarify specific issues that arise during the review of the dossier. If the Library Personnel Committee discerns problems, it shall call upon appropriate individuals for further clarification or discussion of the specific issues. Written wide-ranging evaluations received after the deadline set by the committee will not be considered.
- (6) Candidate Interviews
 - (a) If during the Committee's deliberations serious issues arise regarding the advisability of renewing the candidate's contract, the Committee shall schedule at least one meeting with the candidate for clarification of relevant aspects of the dossier.
 - (b) Questions asked by the Library Personnel Committee shall be confined to those which speak to the Contract Renewal Procedures and Criteria in the pertinent Library Personnel documents.
- (7) Guaranteeing a thorough and objective review of all pertinent information regarding the candidate based on the Contract Renewal Procedures and Criteria in the pertinent Library Personnel documents. If the Library Personnel Committee discerns problems, including supervisory difficulties, these matters shall be discussed with the candidate and the Department Head (if any), and documented prior to the final vote on the contract renewal.
- (8) Completing the appropriate parts of the form.
- (9) Preparing a written statement of strengths and weaknesses that is an honest and thorough appraisal of all facets of the candidate's application. If the vote is not unanimous, the Committee's assessment must explain both the majority and minority opinions; or, two reports may be written, one expressing the majority opinion and one expressing the minority opinion.

- (10) Forwarding the application to the Library Personnel Officer who, in turn, forwards it to the Department Head or Dean/Director, if there is no Department Head.
- (11) Providing recommendations to the candidate, Immediate Supervisor (if any) and Department Head. This may include recommendations related to writing the contract renewal application, professional development, improving communication skills, the candidate/supervisor relationship and other topics, as necessary to help the candidate prepare for the tenure application.

3. Department Head

The Department Head coordinates the work of other librarians. He/she is responsible for completing the appropriate part of the form. If the librarian reports directly to the University Librarian, the University Librarian will complete the form at the Department Head's level.

V. Criteria for Contract Renewal

In general, a librarian's contract may be renewed if:

1. Performance of assigned duties has been rated satisfactory.
2. There is a continuing need for his/her services, particular knowledge and/or skills.
3. He/She has shown evidence of continued professional improvement, and demonstrates professional and personal qualities needed for work in the Library.

In the evaluation of candidates, activities and knowledge such as those listed in the preceding section, "Criteria for Tenure and Promotion for Librarians" shall be considered.

VI. Procedures for *Evaluation of Board of Regents' Appointees* (BOR Policy Section 9-15) (E.g., 5-year review)

A. Cancellation

This statement of procedures is effective when approved by the University of Hawaii at Manoa Library Senate and cancels all previous statements.

B. General Requirements/Purpose

The current collective bargaining agreement, through reference to Board of Regents Policy Section 9-15, establishes guidelines for periodic evaluation of faculty. The section titled “Procedures for *Evaluation of Board of Regents' Appointees* (BOR Policy Section 9-15) (E.g., 5-year review)” spells out the purposes of and requirements for evaluation, as well as specific procedures.

C. Role of the Library Personnel Committee

The Procedures state that “when a Department Chair is scheduled for review, the Chair of the Department Personnel Committee will conduct the review of the Department Chair.” In the Library, this means that the Chair of the Library Personnel Committee serves as the reviewer when Department Heads are scheduled for review.

D. Confidentiality and Access to Documentation

During the faculty evaluation process, the Chair of the Library Personnel Committee sees privileged information. He/She is responsible for maintaining the confidentiality of that information.

When a Department Head is to be reviewed by the Chair of the Library Personnel Committee, he/she shall supply a current resume (or other appropriate document) to the Chair of the Library Personnel Committee in the academic year in which the review is to be conducted. The Library Personnel Committee Chair shall not have access to the individual's personnel file without the individual's permission. When the process has concluded, the resume (or other appropriate document) will be returned to the individual.

E. Criteria for Faculty Evaluation

The criteria against which all librarian faculty shall be evaluated are those in Sections IIIC, Minimum Qualifications, III-D, Evaluation of Academic Librarians, and III-E, Aspects of Librarianship.

F. Administration Office

The Administration Office (Office of the University Librarian) maintains personnel records for all Library personnel. The Office shall determine each year which librarian

faculty are due for evaluation during the upcoming year and notify each Department Head of the names of the people within his/her unit. When a Department Head is scheduled for review, the Administration Office will notify the Chair of the Library Personnel Committee, who will fill the role otherwise specified for the Department Head.

G. Sequence of Review Steps

The sequence of review steps is specified in the Procedures document.

H. Responsibilities and Duties of Those Involved

1. Individual Librarian

The individual librarian, when notified, is responsible for providing a current resume (or other appropriate document) to the Department Head or Chair of the Library Personnel Committee (whichever is appropriate to the circumstance), in the year in which he/she is to be reviewed. It is suggested that the document begin with the following information: the librarian's present rank, the date of initial hire, and the date of the last personnel evaluation (e.g. tenure, promotion, merit increase, faculty evaluation, etc.). It is recommended that the document not exceed two pages in length and should concentrate on summarizing the activities and accomplishments of the previous five years.

2. Chair of the Library Personnel Committee

In cases when the Chair of the Library Personnel Committee is reviewing a Department Head, he/she will be responsible for notifying that individual faculty member that he/she is due for review and the date by which the resume (or other appropriate document) should be submitted. The Chair of the Library Personnel Committee is responsible for reviewing the resume and judging whether the individual has met the criteria established by the Library Senate.

3. Where no deficiencies are identified

When the Chair of the Library Personnel Committee determines that the professional activities of the Department Head being evaluated meet the expectations described in the Library policy document adopted Feb. 4, 1997, called Department Head Administrative Responsibilities, she/he will so inform the faculty member and the University Librarian and the review is concluded.

4. Where deficiencies are identified

When the Chair of the Library Personnel Committee determines that the professional activities of the Department Head being evaluated do not meet the expectations described in the Library policy document adopted Feb. 4, 1997, called Department Head Administrative Responsibilities, the Chair of the Library

Personnel Committee shall specify in writing the deficiencies that have been identified. If the faculty member does not contest the Chair's assessment, the faculty member, Chair of the Library Personnel Committee, and the University Librarian shall confer to create a Professional Development Plan which addresses the deficiencies. The final plan shall be in writing and signed by the faculty member, Chair of the Library Personnel Committee, and the University Librarian.

5. Where there is disagreement as to the finding of deficiencies

If the faculty member does not agree with the assessment of the Chair of the Library Personnel Committee, the case will be forwarded to the University Librarian for attempted resolution. If the University Librarian determines that the faculty member is meeting the departmental expectations, he/she shall so state in writing, and the review process is concluded. If the University Librarian agrees with the Chair of the Library Personnel Committee that departmental expectations are not being met, he/she shall so state in writing. If the faculty member disagrees with the University Librarian's decision, the question will be referred to a Manoa Faculty Evaluation Review Committee. The Chancellor's office procedures document defines the process from there.

VII. GUIDELINES FOR SABBATICALS

A. Cancellation

This statement of procedures is effective when approved by the University of Hawaii at Manoa Library Senate and cancels all previous statements.

B. Introduction

As defined in the current collective bargaining agreement, the purpose of the sabbatical leave is to provide the Faculty with an opportunity for further professional growth and development so that they may serve more effectively on their campuses and in their field of specialization. Since the locus of tenure of librarians is in Library Services rather than in the individual Library departments, the subject of the sabbatical leave may relate to the general interests of the Library as a whole rather than to specialized functions of departments. This interpretation should encompass subject specialties of librarians as well as specific responsibilities/functions of the departments. Projects which may benefit other faculty members, and which can contribute substantially to research or scholarship, should also be worthy of consideration as sabbatical projects.

Faculty should keep in mind that sabbatical leave is not an absolute right, but is granted at the discretion of the Administration. It depends on administrative decision-making which centers on the nature of the proposed project and the department's staffing needs. Sabbatical leave is governed by the current collective bargaining agreement which should be carefully consulted. The Administration is responsible for encouraging faculty to develop professionally and to move towards promotion. It should be as responsive as possible to sabbatical requests.

The faculty member does have a right to fair review: a specific time line is stated in the Agreement.

At the request of any applicant, the Library Personnel Committee will form an Ad Hoc Subcommittee of three members to serve as an advisory and editorial board for sabbatical proposals. The Ad Hoc Subcommittee serves as needed, and membership could change yearly, varying with the membership of the Library Personnel Committee.

C Faculty Responsibilities

1. Policies and Considerations

- a. Librarians should apply for sabbatical leave by submitting (to the Department Head, Division Head or equivalent and the University Librarian) a description of the project, research or other program of study to which he/she proposes to devote the leave

- b. Submit the sabbatical plan several months in advance of the required six months effective date of the leave, for the University Librarian's approval, in case the proposal needs revision. Planning well in advance is a distinct advantage for all concerned.

2. Guidelines Which May Be Helpful to the Applicant Include:

- a. Write a careful proposal explaining exactly what you plan to do, and the benefits of the project/research/class to yourself, the Library, and/or the University. Read the "Criteria for Tenure and Promotion for Librarians" approved by the Library Senate. This document defines professional growth and outlines any number of competencies which may demonstrate such growth. Defining how your proposed project enhances any of the areas of expertise outlined in this document will help to demonstrate the benefits of your proposal, whether or not you plan to apply for promotion. Minimum qualifications for Librarian Ranks III through V are stated below:

(1) Librarian III (B-3)

Minimum Qualifications. A Master's degree in library or information science; in addition to the Master's degree, 24 post-baccalaureate credits of academic study; and at least three years of appropriate experience.

(2) Librarian IV (B-4)

Minimum Qualifications. A Master's degree in library or information science; a second Master's degree in a specialized subject area; and seven years of appropriate experience or four years in the rank of Librarian III.

(3) Librarian V (B-5)

Minimum Qualifications. A Master's degree in library or information science; a second Master's degree in a specialized subject area; at least twelve years of appropriate experience or four years in the rank of Librarian IV; librarians at this rank must have achieved an acknowledged reputation for excellence among professional colleagues outside the immediate University community.

- b. Sabbatical leave plans should indicate how they will contribute to the individual's increased effectiveness as a member of the faculty.

The plans should indicate the places and projects at which the librarian will be working. A plan which permits and requires the faculty member to remain at home or on campus during his/her sabbatical leave should have a statement of justification to insure that the member on leave will not find himself/herself doing routine University tasks, instead of engaging in the intense self-improvement program for which the sabbatical is intended.

- c. The sabbatical leave plan should address the question of how the proposed project, research or other program of study will enable the librarian to maintain his/her professional competency and facilitate his/her professional improvement, or contribute to knowledge in the librarian's subject specialty.
- d. Justify why it is necessary to take leave to carry out the project rather than achieving the same ends as part of the normal workload or professional activities expected of a librarian.
- e. Include a statement of financial expectations (see current collective bargaining agreement).
- f. Take your application seriously. Have a colleague review the proposal and help edit.
- g. Seek support, i.e., a letter from a member of the teaching or research faculty endorsing your project.
- h. Consult the department head; explain the proposal before submitting it and discuss fully the impact of your absence. If you have the support of your department head you have a stronger case to present to the Administration.
- i. Let the University Librarian know about the project before the formal proposal goes through. Enlist his/her support.
- j. Remember that the Administration can decide that you cannot be spared at a certain time. If you perceive a problem as decision making proceeds, consult UHPA staff to be sure of your contractual rights and obligations.

3. Requirements Upon Completion of Sabbatical

- a. The faculty member must submit a report of activities to the University Librarian. The report should include an evaluation of the progress made in terms of objectives as set out in the original proposal.

- b. The faculty member is required by the current collective bargaining agreement to work for the University for a minimum of one year after a sabbatical.

D. Department Head Responsibilities

1. To the Individual Department Member

- a. To work with the staff member to devise a plan of professional development which includes sabbaticals.
- b. To help the staff member put together a sabbatical proposal which will meet the requirements of the department, the Library and the University, as well as those of the individual.

2. To the Department as a Whole

- a. To confer with the department as a group to coordinate sabbatical schedules within the department, so as to provide maximum fairness to all who wish to take sabbaticals with a minimum of disruption for those who must cover during an absence.
- b. To negotiate with the Administration any staff changes, temporary hires, additional student help or changes in workload which the department will require to operate during the proposed sabbatical.

2. To the University and to the Library

- a. To ensure that the work of the department is not disrupted during a department member's sabbatical.
- b. To ensure that the sabbatical proposal will enhance the Library, the University or the world of scholarship as well as the professional development of the individual.

E. The Library Administration

1. Acknowledges the importance of sabbatical leaves and encourages such leaves as one method of furthering an individual's professional growth and development and of enhancing the Library, the University or the world of scholarship.
2. Will respond to the candidate's request for sabbatical leave as soon as possible, but not later than four months after receipt of the application, or as provided in the current collective bargaining agreement.
3. Will discuss alternate staffing arrangements with the affected department

head(s) as early as possible, balancing the department's needs with the overall staffing needs of the Library during the period of the proposed sabbatical.

4. Will evaluate the workload/staffing impact and timing of a sabbatical leave in light of other concurrent personnel actions and service commitments.
5. Will inform staff of approved sabbatical projects in order to improve communication within the Library.
6. Will transmit a copy of each sabbatical leave report to the University Administration.

Appendix A. Library Personnel Committee Election Procedures

A. Introduction

The Library Personnel Committee (LPC), a committee of the UHM Library Senate, is composed of five tenured librarians elected at large.

Elections are conducted by the Elections Committee of the UHM Library Senate. The Committee prepares lists of eligible persons, distributes ballots, collects and tallies votes, and keeps records of returns for three years.

Annually, the LPC elects its own chairperson from among its members. Members who hold Senate office, chair another Senate standing committee, or serve as the Manoa Faculty Senate representative are ineligible to serve as chairperson. No member may serve as chairperson for two consecutive years. The chairperson may appoint a secretary from among the members.

B. Eligibility for Office

All tenured librarians with Board of Regents appointments at the UHM Library are eligible for election to the LPC, with the following exceptions:

1. Librarians already serving on other Senate standing committees may be ineligible under the terms of the Senate By- laws.
2. Librarians are ineligible for two years after actively serving a full term of office as defined in Section D below.
3. Alternates may choose to be ineligible for two years after actively serving on at least three cases in one calendar year.

C. Eligibility to Vote

All librarians who are voting members of the UHM Library Senate are eligible to vote for all LPC members, and on all amendments to LPC procedures and criteria documents.

D. Term of Office

The normal term of office for an LPC member will be twenty-four consecutive months (or more as required by the needs of the LPC), beginning January 1.

If a member's term is interrupted, upon return the member must complete any outstanding service within that term.

Elected members are obligated to serve. A member cannot as a matter of right decline or demand to be relieved, but can request this of the Library Senate Executive Board. An individual wishing to decline or resign from service, must submit reasons in writing to

the Executive Board on each occasion of election to service. The individual may be required to meet with the Executive Board. The request can be granted by unanimous consent, or by a motion to that effect. If it is deemed that the reasons for declining service are not sufficient, the Executive Board will explain this in a letter to the individual. An alternate will be seated when necessary.

E. Election Procedures & Committee Composition

1. Elections are held during November.
2. Members hold staggered terms to maintain continuity.
3. For all elections, the Elections Committee conducts a nominating election and a final election.
4. The nominating ballot lists both those eligible and those ineligible for service with their rank.
5. In the nominating election, each voter nominates three persons for each vacancy. The persons receiving the three largest numbers of votes for each vacancy will be the nominees for the final election. The nominees receiving the highest number of votes in the final election are elected.
6. The other nominees are designated alternates, and ranked according to the number of votes each received. The term for alternates is one year. If alternates do not serve actively, their names return to the eligible pool for the next election.
7. For contract renewal or tenure cases, any member of the LPC or alternate(s) may vote regardless of rank.
8. For promotion, or tenure plus promotion cases, members of the LPC or alternates are recused if they do not meet the following rank requirements:
 - For tenure, or tenure plus promotion to:
 - Rank III LPC members and alternates must be II or above
 - Rank IV LPC members and alternates must be III or above
 - Rank V LPC members and alternates must be IV or above
9. If after the LPC members and alternates are recused and the resulting committee is less than five, then the Elections Committee conducts a special election. Eligible librarians would be identified according to ranks required for the case(s).

F. Vacancies

The LPC determines when a vacancy exists and when to call alternates.

G. Special Elections

The LPC is authorized to call special elections when necessary. These follow the same procedures as regular LPC elections. If the election is for less than a full term, ballots specify the duration of the term to be filled. The Elections Committee conducts special elections.

H. Amendments

Amendments to this document may be proposed by the LPC, the UHM Library Senate Executive Board, or by written petition to the LPC by any Library Senate member. Amendments are adopted if approved by a two-thirds majority of those voting either in a mail ballot, or in a meeting of the Library Senate. No proposals to amend will be acted on unless written notice has been distributed to members at least five working days prior to the meeting at which they would be voted upon or prior to the close of balloting. The Elections Committee will conduct the balloting.

Appendix B. Evaluation Form for Contract Renewal

Sample (Form may vary. Check with the Library Personnel Office for current form)

Appendix C. Contract Renewal Outline for Statement of Probationary Library Faculty

A. Endeavors

Please provide on separate page(s) a statement of your cumulative endeavors with special emphasis on the past year's work. Use the following categories:

Professional activities

Service activities

Refer to the Criteria for Tenure and Promotion for Librarians for a discussion of the aspects of librarianship and list of examples of activities and knowledge/skills.

B. Statement on Present and future value

C. Supporting material

For example, include evaluations of instructional activities, letters of acknowledgement, bibliography and reviews or sample pages of your publications. Select or summarize here if appropriate or append and list page numbers included.