

Academic Professional Continuing Appointment and Promotion Guidelines Baylor University Libraries

Effective August 3, 2021

The Academic Professional Continuing Appointment and Promotion Guidelines apply to Academic Professionals seeking continuing appointment and/or promotion to Associate Librarian or Librarian. Candidates with academic library experience outside of Baylor may apply for promotion and continuing appointment concurrently. Candidates cannot be promoted before being granted a continuing appointment. When applying concurrently, the Academic Professional should use the guidelines for the rank they are seeking. For these applicants, the decision can be made to grant them both continuing appointment and promotion, only continuing appointment, or neither.

Experience Required for Academic Professional Continuing Appointment and Promotion

Fourth-Year Continuing Appointment

The candidate for continuing appointment will submit an electronic credentials dossier during the fourth year of consecutive full-time service at Baylor.

Promotion from Assistant Librarian to Associate Librarian

The candidate for promotion must have a minimum of 6 years of experience as a library and information science professional at an academic library or equivalent experience as specified upon initial appointment.

Promotion from Associate Librarian to Librarian

The candidate for promotion must have a minimum of 15 years of experience as a library and information science professional at an academic library or equivalent experience as specified upon initial appointment.

Schedule for Academic Professional Continuing Appointment and Promotion Consideration

- April 1 The Library Human Resources Liaison (LHRL) notifies those eligible Academic Professionals that they are required to submit an electronic credentials dossier for continuing appointment and/or may apply for promotion to either Associate Librarian or Librarian, whichever is applicable. This notice of eligibility is also sent to the Academic Professional's supervisors, up through the Dean of Libraries. The notification also includes the timeline outlined below.
- May 31 On or before this date, each Academic Professional who chooses to apply for promotion in the following fall notifies the LHRL, and her or his supervisors up through the Dean of Libraries of this decision. Academic Professionals eligible for continuing appointment are required to submit an electronic credentials dossier the following fall.
- June 1 On or before this date, the LHRL provides the Dean of Libraries and the chair of the Promotion Committee (PC) with a list of library faculty who are eligible to serve on the PC. The chair of the PC shares this list with the library faculty and calls for volunteers and nominations of library faculty for service on the PC. Working in consultation with the Dean of Libraries, the chair of the PC appoints members of the PC as required by July 15.
- July 15 On or before this date, the LHRL provides the PC a list of library faculty seeking continuing appointment and/or promotion.
- October 1 On or before this date, each candidate for continuing appointment and/or promotion submits her or his electronic credentials dossier to the LHRL. The LHRL then makes the dossier available, within five business days after October 1, to the Dean of Libraries, other senior library administrators who supervise library faculty, and all library faculty. In addition to the dossier, the LHRL makes available to all library faculty and senior library administrators who supervise library faculty a link to an electronic evaluation form for use in providing input (as appropriate).
- October 15 On or before this date, the supervisor of each candidate for continuing appointment and/or promotion provides a letter that reviews the candidate's qualifications for continuing appointment and/or promotion to the Chair of the PC, who will forward a copy to the LHRL. Any voluntary input by library faculty or senior library administrators who supervise library faculty must be received by the LHRL by this date. The LHRL distributes input from library faculty and senior library administrators who supervise library faculty to members of the PC within five business days after October 15.
- November 15 After reviewing the dossier and confidential supporting materials for each candidate for continuing appointment and/or promotion, the PC provides a written recommendation to the Dean of Libraries or the Dean's designee

regarding each candidate, copying the appropriate Associate Dean or Vice President and the LHRL.

- *December 1 The Dean of Libraries or the Dean's designee sends her or his written recommendation regarding each candidate for continuing appointment and/or promotion to the Office of the Provost.
- *December 15 The Office of the Provost makes a recommendation regarding each candidate for continuing appointment to the President who makes the final decision. For candidates whose application for continuing appointment was not granted, the President will provide a written notice that her or his appointment will terminate at the end of the current appointment. Candidates applying for continuing appointment and promotion concurrently will be notified that the promotion was or was not granted on March 1 (see below).
- *February 15 The Office of the Provost makes a recommendation regarding each candidate for promotion to the President who makes the final decision.
- March 1 The candidate for promotion is notified by the President that the promotion was or was not granted.
- April 1 For candidates whose application for promotion was not granted, the PC, in consultation with the candidate's supervisor and the Dean of Libraries or Dean's designee, provides the supervisor with a list of recommendations to share with the candidate. The PC appoints for the next promotion year its own chair from eligible members.

*Dates fixed by the Office of the Provost

The Promotion Committee

The Promotion Committee (henceforth referred to as the PC) shall have two responsibilities: 1) evaluate library faculty undergoing their fourth-year continuing appointment review; 2) evaluate library faculty candidates for promotion from Assistant Librarian to Associate Librarian and Associate Librarian to Librarian. The PC shall consist of three members and a fourth member who serves as an alternate, attends the meetings, and becomes an official voting member of the PC if another committee member needs to resign. The alternate is determined from the newest members of the PC and is expected to serve as an alternate the first year and a full member the second year. If an alternate becomes a voting member, she or he shall complete the term of the replaced committee member. Under these circumstances, a new alternate shall be appointed to the PC.

PC members should be tenured or have received a continuing appointment with the rank of Associate Librarian or Librarian and be representative of both the Moody and Jones Libraries and the Special Libraries whenever possible. At the end of each promotion year, the PC shall appoint for the next promotion year its own chair from eligible members. The chair of the PC, following a call for volunteers and nominations of library faculty who meet eligibility requirements, will work in consultation with the Dean of Libraries to appoint new members each year as required.

PC members, including the alternate member, shall serve two-year staggered appointments (beginning June 1): two selected one year and two the next. Members shall not serve more than two consecutive terms. After rotating off, members shall not be eligible to serve again for one year. If a PC member decides to seek promotion she/he will resign from the committee and shall not be eligible to serve again until the next promotion cycle.

All PC members need to attend each meeting, which could include virtual attendance. The Library Human Resources Liaison (LHRL) shall forward all documentation regarding continuing appointments and promotions to the PC and the Academic Professional's supervisors, up through the Dean of Libraries. The PC shall be in communication with the appropriate supervisors as needed.

The Continuing Appointment and Promotion Process

Library Human Resources Liaison (LHRL)

At the beginning of the yearly promotion calendar cycle (April 1), the LHRL shall notify faculty of their eligibility for continuing appointment and/or promotion, as well as the appropriate supervisors, up through the Dean of Libraries. In addition, the LHRL shall provide the Dean of Libraries and the chair of the PC with a list of library faculty who are eligible to serve on the PC on or before June 1. The PC will receive a list from the LHRL of those faculty seeking continuing appointment and/or promotion on or before July 15. The LHRL shall be responsible for the collection, distribution, and preservation of all promotion-related materials, as described above in the “Schedule for Academic Professional Promotion Consideration.” Additionally, before notifying faculty of their eligibility for promotion, the LHRL shall confirm that they have already received continuing appointment or be concurrently applying for continuing appointment, a necessary pre-requisite prior to going up for promotion.

Candidate for Continuing Appointment and/or Promotion

The candidate for continuing appointment and/or promotion to the Academic Professional ranks of Associate Librarian or Librarian shall prepare an electronic credentials dossier that supports the request for continuing appointment and/or promotion (see “Preparing the Electronic Credentials Dossier” below). A copy of this dossier is to be submitted to the LHRL by October 1 of the year the candidate applies for continuing appointment and/or promotion. Access to the candidate’s dossier will be made available by the LHRL within five business days after October 1 to the Dean of Libraries, other senior library administrators who supervise library faculty, and all library faculty for voluntary feedback.

The candidate for continuing appointment and/or promotion is also responsible for soliciting letters of support (see “Soliciting Letters of Support” below).

The final version of the dossier, which will include confidential supporting materials, will be sent to and archived in the Office of the Provost. The confidential supporting materials will include the supervisor’s letter, the letters of support, the PC’s recommendation, and the recommendation of the Dean of Libraries or the Dean’s designee.

Supervisor

Along with the responsibility of mentoring library faculty on professional development, the supervisor should also advise her or his respective faculty on continuing appointment and promotion, especially during the annual review process. At the beginning of the yearly promotion calendar cycle (April 1), the LHRL shall inform faculty supervisors about which faculty are eligible for continuing appointment and/or promotion.

During the promotion application process, the supervisor shall submit a confidential letter that reviews the candidate’s qualifications for continuing appointment and/or promotion. This letter shall be addressed to the chair of the PC and should be received by October 15.

Library Faculty and Senior Library Administrators Who Supervise Library Faculty

All members of the library faculty and senior library administrators who supervise library faculty shall receive access from the LHRL to the dossier submitted by each candidate for continuing appointment and/or promotion within five business days after October 1. Library faculty members and senior library administrators who supervise library faculty are encouraged to provide input, on a voluntary basis (based on the candidate's dossier and their personal experience with the candidate), regarding the continuing appointment and/or promotion request to the LHRL, on or before October 15, using an electronic form provided for that purpose. Access to the input provided by library faculty and senior library administrators who supervise library faculty shall be made available to members of the PC by the LHRL within five business days after October 15.

Promotion Committee (PC)

By November 15, after due consideration of each candidate's dossier, the supervisor's letter, the voluntary input from the entire library faculty and senior library administrators who supervise library faculty, and received letters of support, the PC shall forward a letter of recommendation for or against each candidate's continuing appointment and/or promotion to the Dean of Libraries or the Dean's designee, copying the appropriate Associate Dean or Vice President and the LHRL.

By April 1, the PC, in consultation with the candidate's supervisor and the Dean of Libraries or Dean's designee, shall provide the supervisor with a list of recommendations to share with any candidate not granted a promotion. The PC shall appoint for the next promotion year its own chair from eligible members by April 1.

Dean of Libraries or Dean's designee

By December 1, the Dean of Libraries or the Dean's designee shall send to the Office of the Provost her or his letter of recommendation for or against the candidate's continuing appointment and/or promotion as part of the final dossier. The Dean's recommendation shall take into account the candidate's dossier, the supervisor's letter, the letters of support, and the PC's recommendation.

Academic Professional Continuing Appointment and Promotion Parameters and Examples

All academic professionals are expected to show evidence of their professional responsibilities and development which are evaluated each year in their annual review under the category of Librarian Effectiveness. In addition, successful candidates for continuing appointment and promotion are expected to show achievement or activity in the following “Research, Service, and Leadership” professional categories:

- Research, Scholarship, and Creative Activity;
- Service and Engagement; and
- Leadership and Recognition.

For continuing appointment applications, there should be a minimum of five and a maximum of eight examples of Professional Responsibilities and Development activities. In addition, there should be a minimum of three and a maximum of five examples of activity in any of the three non-core professional areas. These examples should focus on the academic professional’s time at Baylor and will be presented in narrative form in a letter to the Dean of Libraries, part of the electronic credentials dossier prepared by the candidate for promotion (see “Preparing the Electronic Credentials Dossier,” part III, below).

For Associate Librarian applications, there should be ten to fifteen specific examples across all categories of professional experience, with at least five examples falling under Professional Responsibilities and Development, and at least one example for each of the other three categories (Research, Service, and Leadership). These examples will be presented in narrative form in a letter to the Dean of Libraries, part of the electronic credentials dossier prepared by the candidate for promotion (see “Preparing the Electronic Credentials Dossier,” part III, below).

For Librarian applications, there should be thirteen to eighteen specific examples across all categories of professional experience, with at least five examples falling under Professional Responsibilities and Development, and at least two examples for each of the other three categories (Research, Service, and Leadership). These examples will be presented in narrative form in a letter to the Dean of Libraries, part of the electronic credentials dossier prepared by the candidate for promotion (see “Preparing the Electronic Credentials Dossier,” part III, below).

While any particular activity may belong to more than one category, each activity should only be applied towards one category on the continuing appointment and/or promotion application. Any *completed* activity that was submitted to a previous successful promotion application cannot be used again in a subsequent promotion application. Two *continuing* activities that were submitted to a previous successful promotion application that are resubmitted are the equivalent of one new activity. Activities, either *completed* or *continuing*, included in a previous successful continuing appointment application can be used again in an application for promotion to the next rank.

The following are *non-exhaustive* lists of examples of activities for each category. Not all examples carry the same weight. Successful applicants for promotion will demonstrate a variety of activities of a substantive nature in all four categories (Professional Responsibilities and

Development, Research, Service, and Leadership). Successful applicants for continuing appointment may focus on the first three categories (Professional Responsibilities and Development, Research, and Service).

Professional Responsibilities and Development

Administrative

- Lead and manage operations, budgets, and personnel.
- Manage personnel in the pursuit of work that supports University teaching and research.
- Initiate cooperative efforts among departments to improve workflow or communications.
- Investigate, develop, and implement new and/or revised policies and procedures for information access and control, for collection development and collection management, and/or for services to meet user needs and the libraries' priorities.

Outreach

- Develop and cultivate working relationships with donors and other sponsors.
- Develop and cultivate working relationships with consortia and other partners.
- Develop programs and initiatives to increase visibility of and accessibility to special collections including tours, lectures and speakers, panel discussions, and physical and online exhibits.
- Develop and implement outreach programs that inform and involve those both on and off campus who may not be aware of library services, tools, and resources, as well as improve relationships with alumni, donors, and others with connections to the University.
- Develop effective communications with teaching and research departments, institutes and centers, and other institutions to coordinate development of the collections with curriculum and research priorities.
- Develop productive relationships with faculty and students.
- Collaborate with researchers on all levels, for example: assist them in depositing their publications or data in the institutional repository; partner on digitization projects; locate special materials for their research needs; or assist with scholarly communication and assessment.
- Investigate, develop, and implement programs that encourage information literacy and improve research skills through formal and informal courses, seminars or orientation sessions. For example: initiatives such as embedding in online courses; developing videos for integration into distance learning courses and the learning management system; collaborating with teaching faculty in developing innovative information delivery techniques.
- Create user assistance materials that meet curricular objectives, such as research guides, webpages, online curriculum, and other tangible information products.
- Teach full-length courses, such as First Year Seminars, Writing Workshops, or Introduction to Information Technology and especially in the inclusion of information literacy content in those courses.
- Provide effective point-of-use instruction, general and specialized reference service in all its manifestations, and/or of individual consultations both electronic and face-to-face.
- Develop and implement web-based or other digital services.

Resource Management and Access

- Use in-depth research and knowledge of a special collections' mission, field of focus, existing collections' strengths and weaknesses to further develop the holdings of a special collection, including research and experience in verifying the authenticity of rare items and determining fairmarket values in order to make informed decisions regarding collection development.
- Curate special collections or archives (print or digital) to increase user accessibility including the processing of material and creation of finding aids.
- Develop and implement effective methods of acquiring library materials and information resources either through purchase, resource sharing, or donation.
- Manage library collections effectively through budgeting; evaluation and assessment of collection strengths, weaknesses, and use; selection and deselection in assigned areas; and preservation or curation in all formats.
- Improve access to resources. For example, digitize materials, develop Encoded Archival Description (EAD) mark-up for materials, or develop portals to digital content.
- Perform original cataloging of materials in specified subject areas and/or formats.
- Investigate, develop and implement tools for cross-walking, storing, and repurposing bibliographic data.
- Investigate emerging metadata schemas and encoding standards and make recommendations for their use in cataloging/metadata/digitization workflows.
- Investigate emerging media formats, make recommendations for their use, and develop guidelines to incorporate them into cataloging workflow.
- Investigate, develop, and implement effective database maintenance methods and workflows.
- Investigate, develop, and implement effective methods and systems for organizing, classifying, cataloging, or otherwise making information resources easily discoverable by users.
- Develop innovative cataloging policies and procedures that include standard bibliographic description and authority control.
- Investigate, design, and implement systems that enhance staff work productivity, analysis and assessment of resources and user needs, etc.
- Investigate, design, and implement new technologies or systems that support access to library resources.
- Investigate, design, and implement new technologies or systems that support effective teaching, learning, and research.
- Investigate, design, and implement assessment methods to measure effectiveness and impact of various programs and initiatives.
- Investigate, design, and implement effective methods of soliciting, ingesting, and curating University-produced scholarship, data, documents, and records.
- Investigate, develop, implement, and maintain innovative, efficient, appropriate, and cost-effective processes and/or technology in operations and services to enhance access to information.

Professional Development

- Attend conferences, workshops, webinars, and courses.

- Engage in an active membership in a professional organization.

Examples of supporting documents for professional responsibilities and development activities include

- Peer or user letters.
- Acknowledgement and evaluations from library users or students.
- Acknowledgement in published works.
- Internal reports, lectures, and programs.
- Planning, policy, training, and procedural documents.
- Research guides, tutorials, bibliographies, syllabi, and other instructional aids.
- Teaching awards.

Research, Service, and Leadership Professional Categories

Research, Scholarship, and Creative Activity

- Publications, including but not limited to authoring of journal articles, books, book chapters, and web-based publications; editorial work for any of these types of sources. Peer-reviewing of the publications provides additional evidence of quality, but its absence does not invalidate the value of the work.
- Peer-reviewed publication of software, data, or other non-print media.
- Bibliographies, guidebooks, indexes, special catalogs, databases, manuals or other scholarly compilation of information whether for internal or external use.
- Creation and/or development of digital projects showing original scholarship. For example: databases, instructional media, software design, websites, electronic journals, and encyclopedias.
- Papers, presentations, or poster sessions presented at state, regional, national, or international professional conference meetings.
- Patents.
- Artistic works.
- Reviews of books or other materials.
- Regular contributions to a professional organization's publications.
- Grant proposals submitted.
- Successful funding proposals.
- Preparation of scholarly exhibits either physical or online.
- Teaching manuals or operational guides in print or non-print formats that are distributed or used outside the academic unit.
- Contributions to professional clearinghouses, such as ERIC (Education Resource Information Center), LOEX (Library Orientation Exchange), or OER Commons (Open Education Research Commons).
- Significant analysis of library collections or services, disseminated internally or externally, that clearly ties current problems and solutions to other scholarship informing those issues.
- Completion of a graduate degree or certificate.
- Editorship of a professional journal or publication.

Copies, excerpts, or documentation of the above works are expected to be submitted in a candidate's dossier as supporting documents.

Service and Engagement

- Membership on an advisory board, standing committee, ad hoc committee, or task force for the academic unit; for other entities at the University; for the University; for local, state, regional, national, or international professional organizations; for community or religious organizations, or for local, state, or federal government.
- Organization and planning of professional meetings, seminars, institutes, workshops at the local, state, regional, national, or international levels.
- Service as a reviewer for scholarly works or grant proposals.
- Participation in community, religious, or University service organizations or projects.
- Exercise of one's professional competence in enhancing the image of the University or representing the University to the public.
- Contribution to cooperative programs or interdisciplinary activities on campus or elsewhere.
- Recruitment of students to the University.

Leadership and Recognition

- Chair or officer of an advisory board, standing committee, ad hoc committee, or task force for the academic unit; for other entities at the University; for the University; for local, state, regional, national, or international professional organizations; for community or religious organizations; or for local, state, or federal government.
- Editor of a professional journal or publication.
- Invited speaker at a state, regional, national, or international conference, workshop, webinar, or professional meeting.
- Invited contributor to a professional journal or equivalent.
- Recipient of award, grant, or fellowship given at the University, local, state, regional, national or international level.
- Mentor of a new academic professional.
- Developer of a new service or initiative.
- Formal trainer of library personnel.
- Supervisor of library personnel, budgets, collections, facilities, etc.

Preparing the Electronic Credentials Dossier

The material in the electronic credentials dossier should be prepared as described below, and in the order listed:

I. Title-page. This should include:

- “Academic Professional Credentials Dossier”
- Name of candidate for continuing appointment and/or promotion, followed by degree designations (e.g., B.S., M.L.I.S).
- Current title of candidate for continuing appointment and/or promotion.
- “Presented to [name of person], Dean of Libraries, Baylor University”
- Date when dossier is released.

II. Table of Contents

- List items in order of appearance in the dossier.
- The Table of Contents does not have to provide page numbers for the various documents.
- Each item in the dossier should be listed in the Table of Contents, with a brief explanation, as applicable. See sample Tables of Contents in Appendix A.
- Each major section should also have a separate Table of Contents that repeats the information in that section from the main Table of Contents.

III. A letter addressed to the Dean of Libraries of approximately 3,000 to 5,000 words. This letter should set forth why the requested continuing appointment and/or promotion should be granted, discussing each of the following that is relevant:

- An explanation of any special conditions of the candidate’s appointment that would relate to a continuing appointment and/or promotion determination.
- Professional responsibilities and development. Included should be:
 - A description of the candidate’s major areas of responsibility and the activities that they have required.
 - A description of the candidate’s goals, philosophy, expectations.
 - A discussion of the candidate’s accomplishments and their impact on her or his department, the larger university library system, and/or the University. See “Academic Professional Continuing Appointment and Promotion Parameters and Examples,” above.
- Research, Service, and Leadership professional categories
 - Research, scholarship and creative activity
 - A description of the candidate’s achievements in terms of publications, presentations, performances, exhibitions, and other forms of intellectual expression. See “Academic Professional Continuing Appointment and Promotion Parameters and Examples,” above.
 - Service and engagement
 - A description of departmental, University, or professional service. See “Academic Professional Continuing Appointment and Promotion Parameters and Examples,” above.
 - When those contributions to the profession result in tangible outcomes,

including but not limited to published guidelines, training materials, and best practices, they can be considered under the category of research, scholarship, and creative activity rather than service and engagement.

- Leadership and recognition
 - A description of the candidate's achievements in terms of leadership at the department, University, or professional levels and recognition of personal professional achievement. See "Academic Professional Promotion Parameters and Examples," above.
- Community and religious service
- Interpersonal relationships with students, colleagues, and other members of the University community.
- A statement of how the candidate supports the goals and mission of the University.
- A concluding summary or statement.

IV. Continuing Appointment and/or Promotion resume. Rather than being a general-purpose curriculum vitae, this should be specifically designed to facilitate the continuing appointment and/or promotion review process. It should be easily readable by those who have not been trained as librarians or archivists. It is important that the candidate include complete information about each item listed on the resume, so that those involved in making the continuing appointment and/or promotion decision will be fully informed as to the extent and nature of the candidate's achievements. The resume should include the following sections:

- Education
- Academic employment history (including non-academic employment that pertains to the position in which the candidate is being considered for continuing appointment and/or promotion).
- Significant achievements in professional responsibilities and development.
- Scholarly/creative activity.
 - Refereed publications should be separated from non-refereed publications.
 - Complete and accurate bibliographic citation should be included for each publication included in the resume, using a consistent format.
 - Any scholarly or creative item listed involving joint authorship should be accompanied by a one-to-two sentence annotation giving a clear description of the candidate's contribution.
 - For any work that has been accepted for publication but has not yet been published, complete information about the status of the publication should be provided and documented with editorial correspondence elsewhere in the electronic dossier.
 - Some scholarly or (especially) creative contributions may not lend themselves to the precise methods of documentation described above. In these cases, the candidate should include any available information that would address the same issues of scope, nature, and extent of the candidate's contribution, etc.
- Grants/awards/honors

- Professional development (e.g., classes, seminars, workshops, or conferences attended)
 - Service
 - To professional organizations.
 - Participation on editorial boards of professional publications or other projects, as well as service to and leadership of professional societies and associations should be listed and explained in terms of the degrees to which these activities constitute research and/or service contributions.
 - To the University.
 - To the University Libraries.
 - To a religious community.
 - To the local community
 - Other sections may also be appropriate if some information pertinent to the continuing appointment and/or promotion decision would not fit in any of the above categories.
- V. Up-to-date position guide for the candidate's current position, as well as position guides for any additional positions the candidate has held during the period under review.
- VI. Annual reports of faculty activities (ARFAs) for each year at Baylor, including the current year, arranged chronologically, with the earliest year first.
- VII. A Three-to-Five-Year Plan for professional and scholarly development.
- VIII. Supporting documents. In this section, the candidate should include documentation for the activities highlighted in the letter to the Dean of Libraries. Additional documents that support her or his application for continuing appointment and/or promotion can also be included. Similar materials should be grouped together, rather than arranged chronologically. Each document should be listed in the Table of Contents, with a brief explanation, as applicable. These may include, but are not limited to:
- Selected examples or excerpts of (not just links to) notable publications.
 - Selected examples of notable research guides, tutorials, bibliographies, or other instructional aids.
 - A list of acknowledgements in published works, including a quote of the acknowledgement and a complete citation.
 - Unsolicited letters or emails written in support of activities during the review period, highlighting pertinent text.
 - Unsolicited letters or emails of appreciation or praise written during the review period, highlighting pertinent text.
 - Statistical reports indicating the candidate's productivity or effectiveness.
 - Certificates awarded upon completion of training.

Confidential Supporting Materials

The LHRL will create an additional PDF document that will include all of the confidential supporting materials: supervisor's letter, the letters of support, the PC's recommendation, and the Dean of Libraries' recommendation. The candidate's dossier and the confidential supporting materials (two separate PDF documents) will be sent by the LHRL to the Office of the Provost.

Soliciting Letters of Support

The candidate for continuing appointment has the option of soliciting one or two letters of support from colleagues or others who have worked with the academic professional in the last four years.

The candidate for promotion is responsible for soliciting four to five letters of support from colleagues or others who have worked with the candidate during the period under review. At least two of these letters should come from people at Baylor, with one of them being from someone employed in another University library unit. For candidates applying for promotion to Associate Librarian, at least one letter should be from someone who is not associated with the University. For candidates applying for promotion to Librarian, at least two letters should be from someone who is not associated with the University. In either case, the letters from outside the University should be from someone who can speak to the candidate's professional contributions.

When soliciting the letters, each candidate should include the following information:

- a description of her or his professional responsibilities;
- the expectations for continuing appointment and/or the academic professional rank for which the candidate is applying, which are listed in the "Criteria for Promotion for Academic Professionals" section of the "University Policy on Academic Professionals;"
- a copy of her or his continuing appointment and/or promotion resume;
- the requirement that the letter be confidential from the candidate;
- the due date of the letter, October 1;
- the name, e-mail and postal address of the chair of the PC to whom the letter should be addressed; and
- the requirement that the letter should be sent as a hard copy or as a PDF attachment on professional letterhead (not as an e-mail message).

The chair of the PC shall forward these letters to the LHRL as they are received. The LHRL shall provide access to the PC, the appropriate Associate Dean or Vice President, and the Dean of Libraries.

Recommendations to the Candidate for Continuing Appointment and/or Promotion

- Nothing should be included in the dossier that you would not want everyone on the library faculty or in the University administration to see.
- Establish a timeline for completing the various parts of the dossier. For example:
 - June 1 (or earlier if possible) – Begin draft of letter to the Dean of Libraries. Begin accumulating supporting documents.
 - June 15 – Create current continuing appointment and/or promotion resume, based on curriculum vitae; get up-to-date copy of position guide.
 - June 25 – Compose request for letters of support.
 - July 1 – Request letters of support via email, due October 1, with affirmative answers followed immediately by the information listed under “Soliciting Letters of Support,” above. Request that they let you know when it has been sent.
 - August 1 – Begin in earnest to write the letter to the Dean of Libraries and assemble dossier components; write a 3-5 year plan; gather ARFAs.
 - September 1 – Send reminder about October 1 due date for letters of support to those who have not sent notice that they have been sent.
 - September 15 – Scan any documents that need to be included in the credentials dossier.
 - September 18 – Create table of contents and section cover pages and assemble credentials dossier into one PDF; send to mentor or a trusted colleague for their feedback.
 - September 20-September 30 – Make any needed changes to credentials dossier. Check with Chair of the PC to confirm that all letters of support have been received.
 - October 1 – Letters of support should have been received by the Chair of the PC; Send credentials dossier to the LHRL for distribution.
- Strive to make the dossier as professional, polished, and as aesthetically pleasing as possible. Any scanned documents included in the dossier should be carefully scanned at a 300 dpi resolution and be easily readable.
- Keep the reader in mind. Anticipate the reader’s questions and make sure they are answered in your documentation. Make things as easy to follow as you can, using bolded text, topic headings, different text sizes and/or fonts, etc., as applicable. However, be consistent in the use of different text sizes and fonts throughout.
- Keep the dossier as jargon-free as possible. Only use acronyms after first explaining their meaning. This information will be shared with those in the Office of the Provost, so be sure to provide appropriate context in explaining your accomplishments.
- In writing your letter, evaluate how your tone will come across to other readers. Be an advocate for yourself, but be factual; sound intelligent but not stuffy, confident but not boastful. Emphasize the “now” rather than the past. Remember this should be a comprehensive, unifying representation of you and your professional achievements.
- Proofread, proofread, proofread! Read it out loud to yourself.
- Ask your mentor and/or a trusted colleague to look over the dossier and provide feedback. Make sure you provide plenty of time for them to provide feedback and for you to make changes.
- It’s okay if you get it done early!

Appendix A, Example 1

[Name of Candidate for Continuing Appointment and/or Promotion] **Credentials Dossier**

Table of Contents

Letter of Application for continuing appointment and/or promotion to the rank of [Associate Librarian or Librarian] to Dean [Name of Dean of Libraries]

Continuing Appointment and/or Promotion Resume

Position Guide—[Full Name of Position]

Annual Reports of Faculty Activities (ARFAs), [Year Date-Year Date]

A Three- to Five-Year Plan for Professional and Scholarly Development

Supporting Documents

--Selected Publications

- ***[Title of Book]*** by [Name of Candidate]. [Place of Publication: Publisher, year of publication].
- [Example: {Name of Publisher} advance publication flyer for ***{Title of Book}***, {Full Name}, general editor, published in {year of publication}. With review by {Name of reviewer}: “{Title of review article},” in ***{Title of Journal}***: {volume number: issue number} {(year)}: {beginning page number-ending page number}. {Candidate’s full name}, one of four associate editors, participated in four editorial planning meetings; assisted in developing the editors’ manual; verified quotations and citations, particularly for “{section of book};” and assisted with proofreading.]
- ***[Title of Exhibition Catalog]***, an exhibition held at [place, date of start of exhibition through date of end of exhibition]. Catalog by [Name of Candidate] and [Name of Collaborator]. [Place of Publication: Publisher, year of publication]. [Name of candidate] is author of the following sections [or parts or areas]: [“Name of section,” “Name of section,” etc.].
- [“Name of Journal Article”] by [Candidate’s Name], [Example: feature article including cover illustration.] ***[Title of Journal or other publication]***, [volume number: issue number] [(Month Year)]: [beginning page number-ending page number].
- Book review by [Name of candidate] of ***[Title of Book]*** by [Author of Book] [(Place of Publication: Publisher, year of publication)] in ***[Title of Journal or other publication]***, [volume number] [(Month year)]: [beginning page number-ending page number].

number].

--List of Acknowledgements in Publications

--Letters

- From **[Full Name]**, [Title, if applicable], to [Name, if not to candidate for promotion], [date of letter]. Regarding [very brief explanation of what the letter is about].
- From **[Full Name]**, [Title, if applicable], [date of letter]. Thank you for [very brief explanation]. With transcription of handwritten letter following [if applicable].
- From **[Full Name]**, [Example: *Chicago Tribune*, Chicago, IL], [Month Year] – use brackets if date is not on the letter]. [Example explanation: Thanks for help with feature article. With transcription of handwritten letter and copy of article following.]
- From **[Dr. Full Name]**, now Professor Emeritus, Department of [Discipline], The University of [Name of University], [City, Country (if not USA)], and author of *[Name of Book]* ([Name of publisher, date of publication]), [date of letter]. [Example explanation: Thank you for assistance [with something regarding the book]. With transcription of handwritten letter following.]
- From **[Full Name]**, [Title of position in professional organization and title at their academic institution, City, State], [date of letter]. [Example explanation: Thank you for serving on {professional organization committee}].
- [As many more as the candidate feels is representative]

--Emails, samples regarding [recent assistance, activities, etc.]

- From and to **[Full Name]**, [City, State], [date of email].
- From and to **[Full Name]**, doctoral candidate, University of [Name], [City or Country], 23, 24 and 25 [month], [year].
- To **Professor [Full Name]**, [Name of School, Name of Institution], [City or Country], [date of email].
- [As many more as the candidate feels is representative]

--Emails, miscellaneous

- From and to **Dr. [Full Name]**, [Example title: Green Post-doctoral Fellow, Manuscript Research, Baylor Institute for Studies of Religion], [date of email]. [Example explanation: Regarding arranging for a class visit and [candidate's last name]' suggestion to [some useful suggestion].
- From **Dr. [Full Name]**, [Example title: Associate Professor of Philosophy, Honors College Master, Brooks Residential College, Baylor University and co-chair of the [name of Baylor University committee]], [date of email]. [Example explanation:

Regarding work of the {name of committee} in {year}].

- From **[Full Name]**, [Example title: Associate Dean for Special Academic Programs, College of Arts and Sciences, and Associate Director of the Honors Program, Baylor University], [date of email]. Thank you for [brief explanation].
- From **[Full Name]**, author of [*name of book*] [(Place of publication: Publisher, year of publication)], [date of email]. Thank you for [brief explanation having something to do with the above-mentioned book].
- [As many more as the candidate feels is representative]

Appendix A, Example 2

[Name of Candidate for Continuing Appointment and/or Promotion]

Credentials Dossier

Table of Contents

- I. Letter to the Dean
- II. Continuing Appointment and/or Promotion Resume
- III. Position Guide
- IV. Annual Reports of Faculty Activities (ARFA's) 2009-2014
 - A. 2009 ARFA
 - B. 2010 ARFA
 - C. 2011 ARFA
 - D. 2012 ARFA
 - E. 2013 ARFA
 - F. 2014 ARFA
 - G. 2015 ARFA (partial)
- V. Three-Five Year Plan
- VI. Supporting Documents
 - A. Professional Responsibilities and Development
 - i. [Activity 1 (for example, Development of Research Guides)]
 - 1. [Department] Research Guide
 - 2. [Class 1234] Research Guide
 - 3. [Library Research Methods] Research Guide
 - ii. [Activity 2 (for example, helping patrons)]

1. Email with Dr. [Professor] regarding [finding research materials]
2. Email with Dr. [Professor2] regarding [collection development]
3. Email with [grad student] regarding [copyright issues]
4. Email with [graduate student] regarding [resources for writing research papers]
5. Email with Dr. [Professor3] regarding [data for research grant]
6. Report for Dr. [Professor4] regarding [bibliometrics for tenure]

iii. [Activity 3 (for example, training colleagues)]

1. Handouts used in training session
2. Email from [supervisor] regarding [the training]

iv. [Activity 4 (for example, development of new policy)]

1. [Policy]

v. [Activity 5 (for example, assessment of new service)]

1. [Report]

B. Research, Scholarship, and Creative Activity

- i. Abstract and Poster of [“Poster presentation”] by [Candidate and co-author] presented at [Conference], [Location], [Date]
- ii. [“Journal article”] by [Co-author and candidate] in [*Journal*, vol (issue):pages (year)]

C. Service and Engagement

- i. Excerpts from [Conference Workshop which candidate helped organize] website

ii. Email from [editor] regarding [article] review

iii. Email from [dean] regarding [committee that candidate is on]

D. Leadership and Recognition

i. [Award]

E. Other Supporting Documents

i. Email from Dr. [researcher] regarding [candidate is the best librarianever]

ii. Email from [Academic dean] regarding [general thanks for helpingstudents]