Career Advancement Program

This career advancement program for professional librarians is based on the premise that librarians have talents and qualities in many areas which are of as great value to the academic libraries in which they work as are supervisory/administrative skills. The program provides opportunities for a librarian to advance to the rank of Librarian IV in non-administrative as well as administrative positions, without necessarily changing job assignments.

Career advancement reviews encourage librarians to develop professionally in order to support Fondren Library's services and programs. The career advancement program consists of rigorous peer review of all librarians eligible for promotion and is a separate process from the annual performance review conducted by each librarian's supervisor. Sustained excellence of performance and progressive professional development are rewarded, no matter in what capacity a librarian serves. For promotion to a higher rank, a librarian must--in addition to fulfilling the specifics of his/her job description in an excellent manner (as evidenced in annual performance reviews and other documentation)--demonstrate appropriate growth and activity based on the following Criteria for Promotion.

General Criteria for Promotion

The Review Committee is reminded that no candidate is expected to excel in all suggested criteria, but must exhibit an overall high degree of ability. Rather than being expected to follow a single, invariable pattern, each librarian is free to seek a different path to promotion. The criteria for promotion are listed in order of importance, but the order of examples in each of the three criteria is not significant. These criteria have intentionally been made flexible in application to accommodate the widely varied contributions of Fondren librarians and are subject to interpretation.

1. Excellence of Job Performance. This is the primary consideration in evaluating a librarian's performance; without it, high rankings in other criteria are insufficient for promotion. Competence in this area rests on a broad grasp of the library's goals, a thorough understanding of the theories and principles of librarianship, and strength in one or more specific skills such as information retrieval, reference and library instruction, cataloging and classification, collection building, administration and coordination, archival management, systems analysis, or fund management.

The quality of job performance will be measured in part by a librarian's:

- Meeting the requirements of the specific job description
- Participating in the establishment of objectives and the planning, organizing, and coordinating of operations at the appropriate level
- Accepting responsibility or assuming leadership at the appropriate level
- Understanding and anticipating user needs and devising solutions for user problems
- Experimenting with new ideas, innovative techniques, or alternative approaches to library procedures
- Awareness and application of current trends and new developments in librarianship
Continuing education in librarianship

Certain characteristics enhance a librarian's effectiveness and job performance in any position, and therefore should be weighed in promotion review. They include:

- Willingness to cooperate
- Acceptance and application of constructive criticism
- Maturity, fairness, and sensitivity in dealing with patrons, colleagues, and outside contacts
- Good judgment and effective use of resources
- Dependability, accuracy and thoroughness
- Analytical ability and problem-solving skills

2. Professional Growth and/or Service to Librarianship and/or Scholarly Activity. A librarian who is conscientious and responsive to the demands of the profession should show evidences of continuing development. For purposes of promotion, growth, service and scholarly activity could include:

- Membership, office-holding, and/or committee work in local, national, and international professional or scholarly organizations
- Attendance at or participation in professional or scholarly meetings, workshops, etc.
- Professional consulting
- Preparation of bibliographic aids, procedure manuals, and other communication media
- Professional or scholarly research and publication
- Participation in internal library governance
- Teaching and lecturing
- Continuing education in appropriate disciplines and technologies

3. Service to the University and/or the Community. A librarian inevitably represents the library to other members of the university, and the university to the wider community. Service outside the library and beyond professional activities adds a measure of stature to the individual. The degree to which a librarian furthers the goals of both the library and the university through these activities should be taken into account as criteria for promotion. Effectiveness in this role can be measured by such activities as:

- Service on university committees
- Membership in university organizations
- Participation in campus-related activities
- Involvement in community service: membership in organizations, volunteer work, holding of public office, etc., at a local or state level.

Ranking System

There are four professional librarian ranks at Fondren. These ranks are unique to librarians and have no relationship to the university-wide classification of staff or administrative positions in the library. All levels except Librarian I are career ranks at which a librarian may remain
indefinitely, subject to the university's budget and personnel requirements, and to favorable
evaluation. The Vice Provost and University Librarian will request a recommendation from the
Review Committee concerning initial ranking of all librarians. The university reserves the right
to terminate any librarian because of unsatisfactory job performance. (See Policy 817-99. Section
II.C. Termination.)

Rank adheres to an individual librarian rather than a specific position. Many positions in Fondren
can appropriately be filled by librarians of varying ranks, although a few positions must
inevitably be filled by librarians of a particular rank. In order to advance into each rank
successively, without necessarily assuming new or different duties, librarians must satisfy the
requirements of their specific job descriptions and must meet the General Criteria for Promotion
set forth earlier.

Criteria for Promotion to Specific Ranks

Librarian II

Promotion from Librarian I to Librarian II will be based on excellent performance of one's
primary job assignment.

The librarian will also offer evidence of professional growth and service to librarianship.

A Librarian I is normally reviewed for promotion during the first review period following the
third anniversary of employment. If a candidate's third anniversary falls between the beginning
of the review period and March 1, the candidate may ask to be reviewed initially in the fall prior
to the third anniversary. A candidate with professional experience prior to employment at
Fondren may ask to be reviewed during the first review period following his/her second
anniversary of employment. If the first review is unfavorable, the candidate will be put on notice
that he/she will have one more year to meet the criteria for promotion to Librarian II. An
unfavorable second review will result in a recommendation for termination with three months
notice as described in Policy 817-99 under Section II.C. Termination.

Librarian III

Promotion from Librarian II to Librarian III will be based on excellent performance of one's
primary job assignment.

The librarian will demonstrate increased and effective involvement in librarianship and/or
scholarly activities.

The librarian will also offer evidence of service to the university and/or community.

A Librarian II is normally first eligible for promotion to Librarian III at the first review period
after completion of 3 years in rank.


**Librarian IV**

Promotion from Librarian III to Librarian IV will be based on excellent performance of one's primary job assignment.

The librarian will be making important and recognized contributions to librarianship and/or scholarship, usually on a national or international level.

The librarian will continue to render services to the university and/or community.

A Librarian III is normally first eligible for promotion to Librarian IV at the first review period after completion of 3 years in rank.

**Leaves of Absence**

Leaves of absence for the purpose of pursuing library-related goals (as determined by the Library Administration in consultation with the Review Committee) count as time in rank.

**Review Committee**

The Review Committee has five members with staggered two-year terms; three of the committee members are elected by the Librarians' Assembly in the spring, and two are appointed by the Vice Provost and University Librarian. Should an elected member resign, there will be a special election of the Librarian's Assembly to choose a replacement. If an appointed committee member resigns, the Vice Provost and University Librarian will appoint a replacement. All replacements will complete the unexpired terms. After the election an alternate member will be randomly selected from the remaining candidates on the slate. In the event that there are no remaining candidates from the slate, the CAP liaison will do a random drawing from the pool of eligible librarians. This alternate will be called to serve on the committee when a committee member is either being reviewed or is the supervisor of a librarian being reviewed.

Librarians eligible to serve on the Review Committee are Librarians II, III, and IV, who have regular employment status and who have been members of the staff for at least two years. A senior member of the professional library staff, to be designated by the Vice Provost and University Librarian, will serve as a liaison (non-voting) to the Review Committee. The Vice Provost and University Librarian is not eligible to serve on the Review Committee.

**Review Process**

The Review Committee examines and reviews the candidate's file, using as guidelines the Criteria for Promotion to Specific Ranks. A member of the Review Committee who is also a candidate for promotion will absent himself from his own review process. The committee may request additional data from the candidate or others.
Review Schedule

At the beginning of the fiscal year, the liaison notifies the Review Committee, those librarians scheduled for mandatory promotion review, and their supervisors of the approaching review period. If a Librarian I, II, or III not being automatically reviewed is eligible for promotion, the librarian, the department head or the administration may initiate promotion review through the liaison. As a part of the notification process, candidates or possible candidates for review will be given the names of the current Review Committee members.

Candidate's review files should be turned in to the liaison by September 1. Review takes place in September and October; the committee's recommendations should be sent to the Vice Provost and University Librarian by November 1. A candidate's promotion to the next rank becomes effective at the beginning of the next fiscal year.

Candidate's Review File

The candidate is responsible for assembling a review file, which contains:

- All annual evaluations since previous promotion, signed by both the reviewer and the employee.
- An updated resume
- Candidate's own statement of professional achievement and service record (in narrative form)
- Signed statements from appropriate department head relative to the candidate's consideration; in the case of department heads, a statement from the appropriate Assistant University Librarian; candidates whose immediate supervisor is the Vice Provost and University Librarian will provide instead statements from at least two librarians of Fondren Library
- Documents assembled for previous reviews, as appropriate
- At the discretion of the candidate, signed statements from any other staff members with whom the candidate works closely
- Members of the CAP Review Committee may not submit statements on behalf of a candidate. Any committee member who wishes to write a statement will need to recuse him or herself from the review process and the alternate will serve in his or her place
- For candidates seeking promotion from Librarian III to Librarian IV: at least two names of persons outside of Rice University with whom the candidate has worked in a professional capacity; the Review Committee will solicit letters of evaluation from these persons
- Any other evidence deemed important by the candidate or the Review Committee (e.g., letters from faculty, professional colleagues, etc.; copies of publications and speeches; photos of poster sessions)

Operations of the Review Committee

A quorum will be all voting members. When a Review Committee member is either being reviewed, or is the supervisor of a librarian being reviewed, the alternate member will be called
to serve. All voting will be by written ballot. No abstentions from voting will be allowed. An affirmative vote of the Committee will be more "yes" votes than "no" votes. All votes will be recorded in the report forwarded to the Vice Provost and University Librarian. A copy will also be kept for the Review Committee's files. The report to the Vice Provost and University Librarian will include:

1. The vote count of the Committee for each person reviewed for promotion; candidates will be listed alphabetically
2. A statement supporting the Committee's decision for each person reviewed for promotion
3. A minority report, if any

Except for policy recommendations which set a precedent for future cases of a similar nature, all deliberations and activities of the Review Committee are privileged and will be kept confidential. The liaison will keep a file of policy recommendations and make them available for consultation by all librarians, but files relating to individuals reviewed will be retained by the liaison and will not be available to future Review Committees or other librarians.

Notification of the Candidate

Normally, by or before November 15 the Vice Provost and University Librarian will examine the Review Committee's recommendations and decide whether to approve or disapprove them. He/she will transmit to the candidate(s) his/her decision(s) along with the committee's written statement (including any minority report) with names of committee members deleted.

A copy of the Review Committee’s recommendation regarding a newly hired librarian, once it has been approved by the Vice Provost and University Librarian, will be provided to the supervisor of the position.

Appeals Process

If the Review Committee's recommendation is not for promotion, the candidate may appeal in writing to the Vice Provost and University Librarian, normally by or before December 1 or within two weeks of notification.

The Vice Provost and University Librarian will initiate the formation of an Appeals Committee to be composed of three librarians chosen by lot from those librarians eligible to serve on Review Committees. Neither the supervisor of the candidate whose case is being appealed nor members of the Review Committee that initially reviewed a candidate are eligible to serve on the Appeals Committee.

The Appeals Committee examines and reviews the candidate's file, as well as any new information submitted by the candidate or an advocate. The Committee forwards its recommendation with a vote count and a statement supporting its decision to the Vice Provost and University Librarian. The Vice Provost and University Librarian transmits to the candidate the Committee's recommendation and its statement supporting this recommendation, together with his/her decision to approve or disapprove the committee's recommendation.
Rewards for Promotions

When a promotion is granted, a one-time bonus will be awarded as recognition of the new rank. This amount will be in addition to any merit increase for the year.

Librarian I to II - 5% one-time bonus
Librarian II to III - 5% one-time bonus
Librarian III to IV - 5% one-time bonus

Regular Employment Status

Regular employment status means that a librarian who has passed the first CAP review (as defined below) has successfully completed the trial period. Once a librarian has passed his/her Regular Employment review, further promotion is not a requirement for ongoing employment. However, each employee's performance is still subject to an annual performance review by his/her supervisor.

Regular employment status is granted at the time of promotion from Librarian I to Librarian II. Although the Vice Provost and University Librarian reserves the right to appoint librarians at rank II, III, or IV with regular employment status, librarians appointed at the rank of Librarian II or higher are normally appointed without regular employment status. In such cases, regular employment status may be recommended by the Review Committee after two years contingent upon excellent job performance.

When dealing with questions of regular employment status for Librarians II-IV, the Review Committee will meet as soon as possible after the candidate has completed his/her second year of employment. In addition to job evaluations, the candidate may submit to the Review Committee any other pertinent material. In the case of an unsatisfactory review for regular employment status, the appeals process is applicable. If the Appeals Committee's decision is unfavorable and the Vice Provost and University Librarian concurs with this decision, the librarian will be given a notice of termination, with termination to take effect in three months. (See Policy 817-99. Section II.C. Termination.)

Amendment Procedure

Changes to this document may be proposed by the library administration, the Review Committee, or any member of the Librarians' Assembly. Proposals for amendments may be made verbally during an Assembly meeting or by petition to the Executive Committee of the Assembly. The Executive Committee will insure that such petitions are put on the agenda of the next meeting of the Assembly and made generally available in writing to the membership before the meeting.

A proposed change must be approved by a majority of the entire membership of the Assembly before it is forwarded to the Vice Provost and University Librarian for final approval.
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Rev. Nov. 17, 1982
Rev. Dec. 15, 1983
Rev. Aug. 29, 1988
Rev. July 20, 1989
Rev. April 28, 1992
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Rev. April 28, 1995
Rev. June 5, 1998
Rev. Jan. 25, 2000
Rev. Feb. 28, 2000
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