

University of North Carolina at Chapel Hill

Academic Affairs Library

Structure For Ranking And Promotion Review



October 14, 1992

TABLE OF CONTENTS

	Section	Page
APPOINTMENT, REAPPOINTMENT AND PROMOTION OF PROFESSIONAL LIBRARIANS	I.	1
Length of Appointments	I.A.1.	1
Employment at Will	I.A.1.	2
Research Assistants		
Visiting librarians on grants		
Staff members of cooperatives		
Probationary Appointments	I.A.2.	2
Procedures for appointments, reappointments, and promotions	I.A.3.	2
Decision not to reappoint	I.A.4.	3
Suspension or discharge for cause	I.A.5.	4
Appeal procedure	I.A.6.	4
Initial rank assignment	I.A.7.	4
Policy changes	I.A.8.	5
Ranking Procedures Committee	I.A.8.	5
Ranks	I.B.	5
General Librarian	I.B.1.	5
Assistant Librarian	I.B.2.	6
Associate Librarian	I.B.3.	8
Librarian	I.B.4.	9
LIBRARY APPOINTMENT AND PROMOTION COMMITTEES	II.	9
Associate Librarian Appointment and Promotion Committee	II.A.	10
Librarian Appointment and Promotion Committee	II.B.	10
CRITERIA FOR APPOINTMENT, PROMOTION, AND CONTINUING EMPLOYMENT	III.	10
APPEAL PROCEDURE	IV.	11
Appeals by Assistant Librarians	IV.B.	12
Appeals by Associate Librarians and Librarians	IV.C.	13

University of North Carolina at Chapel Hill
Academic Affairs Library
Structure for Ranking and Promotion Review
October 14, 1992

The basic purpose of the Structure for Ranking of Librarians is to provide for the recognition of excellence in the professional librarian. Promotion in rank is designed to encourage and reward superior library service in non-administrative as well as administrative positions. The original ranking document was modified in accordance with the Employment Policies for EPA Non-Faculty Employees of the University of North Carolina at Chapel Hill (April 12, 1988, as revised), effective September 1, 1981. This date serves as the anniversary date for all librarians employed in the Academic Affairs Library system at the time and is the base date for their term appointments. For librarians appointed since September 1, 1981, the date of their initial appointment serves as the base date for their term appointment.

I. APPOINTMENT, REAPPOINTMENT, AND PROMOTION OF PROFESSIONAL LIBRARIANS

A. General Provisions

1. Length of Appointments

In accordance with University policy, as outlined by Employment Policies for EPA Non-Faculty Employees of the University of North Carolina at Chapel Hill, hereinafter Policies, appointment to any EPA Non-Faculty library position is for the following stated terms, based on rank:

Librarian, 5-year term;
Associate Librarian, 5-year term;
Assistant Librarian, 4-year term if initially appointed as Assistant Librarian;
4-year term if promoted prior to serving 4 years as a General Librarian; 3-year term if promoted from General Librarian after 4 years in that rank; or,
3-year term if reappointed as an Assistant Librarian;
and, *General Librarian*, 1-year term.

Beyond the probationary period(s) (see I.A.2.), such appointments will be renewed at the expiration of the term upon favorable evaluation if University needs and resources warrant. Employment may be terminated prior to expiration of the stated term due to financial exigency, program curtailment or elimination, or cause (see Policies), Section III.C. and D.).

In accordance with Policies, Page 3, III.A., exceptions to the above stated terms of employment for EPA Non-Faculty librarians concern unusual cases; e.g., research assistants, visiting librarians on grants, staff members of cooperatives to which the library belongs, etc. In these occasional instances, employment is established by the letter of appointment to be an employment at will and is subject to discontinuation at any time at the discretion of the University Librarian; provided, that such discontinuation shall be subject to timely advance notice of discontinuation as follows: (1) during the first year of service, not less than 30 days prior to discontinuation of employment; and (2) during the second and all subsequent years of continuous services, not less than 90 days notice prior to discontinuation of employment.

2. Probationary Appointments

A probationary appointment requires that a decision be made and communicated to the probationer prior to its expiration whether he/she will be reappointed upon its expiration. All appointments at the General and Assistant Librarian level are probationary except the recurring appointment as Assistant Librarian provided for under I.B.2. The standards and procedures for making and communicating a decision not to reappoint are provided in Article I.A.4. No probationary period for either a General Librarian promoted to Assistant Librarian or a librarian appointed initially to the rank of Assistant Librarian shall exceed a total of seven years.

3. Procedures for appointments, reappointments, and promotions

Initial appointment of General Librarians and Assistant Librarians and reappointment of General Librarians shall be recommended to the Provost by the University Librarian after consultation with the division chair who, in turn, shall have consulted with the appropriate department head and immediate supervisor. Each recommendation for promotion from General to Assistant Librarian and each reappointment of an Assistant Librarian shall be initiated by the University Librarian. For all ranks, the Library Personnel Officer, upon instruction by the University Librarian, will request a written evaluation by sending appropriate forms directly to the librarian under review and notifying the appropriate supervisor(s). The immediate supervisor will prepare a written evaluation without recommendation. Evaluative comments will be added by other appropriate line supervisors. The University Librarian, after examination of these evaluations, will make a recommendation to the Provost.

All cases under consideration for appointment or promotion to the rank of Associate Librarian or Librarian shall be referred by the University Librarian for advice to the appropriate Library Appointment and Promotion committee as specified in Article II.A. and B. The University Librarian shall then recommend the rank for approval by the Provost.

The files examined by the appropriate Library Ranking and Promotion Committee, the advisory statement of the Library Ranking and Promotion Committee addressed to the University Librarian, and the recommendation of the University Librarian regarding those staff members recommended for promotion to the rank of Associate Librarian or Librarian will be forwarded to the Provost for review. A list of those staff members not recommend for promotion and those staff members notified of non-reappointment effective at the conclusion of the current appointment will be forwarded to the Provost. The sole exception to conducting such a review at least every fifth year is detailed in the last paragraph of Article I.B.3. and the last paragraph of Article I.B.4. Decisions regarding leaves of absences will be made by the University Librarian. Time taken as a leave of absence will not change the time frame of the continuing appointment. An exception to this policy can be made based on the Chancellor's Memorandum (number 1420), dated March 27, 1992 concerning compassionate leave.

In extraordinary circumstances, upon approval by the Provost, exceptions to the above procedures may be granted with permission of the University Librarian who shall first have consulted with the assembled Librarians of the appropriate division in cases involving General Librarians or Assistant Librarians and the Associate Librarian Appointment and Promotion Committee in cases involving an Associate Librarian.

4. Decision not to reappoint

A decision not to reappoint upon expiration of a probationary appointment as General Librarian or Assistant Librarian will be made by the University Librarian with the advice of the probationer's division chair who shall have consulted with the probationer's department head and immediate supervisor. A decision not to reappoint an Associate Librarian or Librarian will be made by the University Librarian with the advice of the appropriate division chair who shall have consulted first with the appropriate department head and immediate supervisor and then with the assembled Librarians of the appropriate division.

All individuals involved in this ranking process must maintain strict confidentiality regarding the individual case. The decision or recommendation, as appropriate, is committed to the professional judgment of the University Librarian after the advice and consultation herein provided. If the decision is not to renew or extend the term contract, "(1) with respect to a term of one year or less, no notice of intent not to renew shall be required; (2) with respect to a term of more than one year, notice of intent to renew shall be transmitted in writing at least 90 days prior to the expiration of the term. Failure to provide written notice as required in subsection (2) shall result in the automatic extension of employment for a period of 90 days beyond the scheduled expiration date of

the term” (Policies, Section III.B.). Notice of intent not to renew has been expanded by Library policy to 30 days for a General Librarian, and 1 year for Assistant, Associate, and Librarians. (See Article I.B.1., Article I.B.2., Article I.B.3., and Article I.B.4.).

Any factor deemed by the University Librarian to be relevant to total institutional interests may be taken into account in exercise of this professional judgment and may form, in whole or in part, the basis of the decision, except that a decision not to reappoint may not be based upon: (1) exercise by the probationer of rights guaranteed by the First Amendment to the United States Constitution or by Article I of the North Carolina Constitution; (2) discrimination based on race, color, national origin, sex, religion, handicap, or age; (3) personal malice (see Policies, Section V and VI). In addition to direct individual notification of a decision not to reappoint, the University Librarian shall also communicate this decision to the appropriate department head and immediate supervisor. A decision not to reappoint upon expiration of a probationary period may be appealed (see Article I.A.6) in accordance with regulations outlined in Policies, Section IV.

5. Suspension or discharge for cause

Permissible grounds for discharge or suspension of a librarian are specified in Policies, Section III, D. Discharge for cause, as distinct from non-renewal termination, must be preceded by a written notice of intent to discharge and is subject to invocation by the affected employee of the grievance procedures outlined in Policies. At the point of notification of intent to discharge, the Chancellor may suspend the employee with pay until a final decision is reached. (See Policies, Section III, D.)

6. Appeal procedure

A librarian wishing to appeal non-appointment, suspension, discharge, or the rank assigned has access to the Library Appeal Procedure (see Art. IV.). After all internal appeals have been completed, if the librarian feels that he/she has a real grievance, he/she may then take his/her case to the Faculty Grievance Committee (see Policies, Section IV).

7. Initial rank assignment

a. The University Librarian, after consulting with the appropriate division chair who, in turn shall have consulted with appropriate line supervisor, will recommend to the Provost the initial ranks of General and Assistant Librarians immediately prior to extending an offer of employment.

b. At the time at which a single candidate has been identified and an offer of employment is about to be made, if, in the judgment of the University Librarian and the appropriate division chair, there is a reasonable probability that the candidate will be ranked as an Associate Librarian or Librarian, the University Librarian will make available to the appropriate Library Ranking and Promotion Committee the letter of application, the completed Library application form, the curriculum vitae submitted with the application, and other documents the University Librarian deems appropriate. The Ranking and Promotion Committee will advise the University Librarian regarding appropriate rank to offer the candidate. After the Provost's review of the recommendation, the University Librarian will assign the initial rank at the same time that an offer of employment is extended to the candidate.

8. Policy changes

If changes in policy or procedures are found necessary by the ranking committees and/or the University Librarian, these proposed changes will be sent to the Ranking Procedures Committee which may incorporate the changes into the ranking document. The revised document will be presented to the librarians in writing and discussed at a meeting. The University Librarian will call the meeting and notify all librarians. Any changes will have the approval of a majority of the librarians present and will be referred to the University's legal counsel and the Provost for final approval.

The Ranking Procedures Committee, appointed by the University Librarian, will serve as an advisory committee to the University Librarian on procedural matters regarding the ranking structure and is responsible for revision and maintenance of the ranking document.

B. Ranks

In considering an individual for appointment, reappointment, promotion, or termination, the factors which will be considered are job performance, professional growth and development, value to the Library, and needs and resources of the University. Job performance is the most important factor of these considerations. Ranks to which appointment may be made and the incidents of employment applicable are as follows:

1. General Librarian

General Librarian is the beginning rank. It is for persons whose duties require a knowledge of basic professional skills and techniques or specialized linguistic or subject competence. The librarian appointed to this rank normally possesses a graduate degree in library science or in a special field relevant to the position. Although this person has little or no experience as a professional librarian, he/she may have several years of relevant paraprofessional experience.*

*Note for all ranks: Henceforth, due to the difficulty in equating paraprofessional experience and advanced subject degrees to actual years of professional experience, consideration in assigning ranks will given to these factors. Guidelines for rank assignments are:

- a. One year of relevant paraprofessional experience may be considered equal to one-half year professional experience under appropriate circumstances.
- b. A second relevant subject master degree may be considered equal to one year of professional experience under appropriate circumstances.
- c. A Ph.D. in a relevant subject area may be considered equal to two years of professional experience under appropriate circumstances.

Normally, this person has had little or no participation in professional organizations, meetings, conferences, committee service, or research and publications. This is the rank normally assigned to a person who is new to the library profession, but who shows the potential for a promising career based on documented evidence of academic excellence, personal development, and basic professional skills.

The probationary period for a General Librarian may be for a maximum of four years which should include the initial appointment of one year and three possible reappointments. A General Librarian is employed for a stated term of one year and is reviewed annually by the University Librarian and by the Provost for reappointment or for promotion when eligible. Notice of intention not to reappoint will be given to General Librarian not less than 30 days prior to the termination of his/her annual appointment. The review process for a General Librarian should begin 90 days prior to the expiration of the stated term.

2. Assistant Librarian

Assistant Librarian is the rank for persons whose duties require a degree of specialization in a linguistic, technical, subject, or administrative area. An individual in this rank normally works under general guidance and takes responsibility for development and implementation of new policies, programs, and services. In his/her area of library specialization, the individual should also have made some contribution to the leadership and effectiveness of the profession.

The individual appointed to this rank normally possesses graduate degree in library science or in a special field relevant to the position and a minimum of four years of professional experience. Appointment or promotion to this rank requires the basic professional skills of the General Librarian, plus evidence of significant professional contributions to the Library and/or to the institution.

At the beginning of the last year of each probationary period for an Assistant Librarian, the University Librarian, according to procedures specified in Section I. A.2 and 3, will recommend to the Provost whether an individual shall be reappointed. Upon the Provost's approval, the University Librarian shall communicate that decision to the individual. Notice of intention not to renew as Assistant Librarian shall be transmitted in writing to the Assistant Librarian at least one year prior to the expiration date of the term. The review process for an Assistant Librarian should begin one year and six months prior to the expiration of the stated term.

If the decision is to reappoint after seven years of probation, the University Librarian shall refer the individual's record to the Associate Librarian Appointment and Promotion Committee for advice relevant to promotion to the rank of Associate Librarian. Subsequent to receiving that advice the University Librarian will forward the record, the advisory statement of the Associate Librarian Appointment and Promotion Committee and the University Librarian's recommendation to the Provost for review. If recommendation for promotion is approved, the promotion will become effective the following year. If the Assistant Librarian is not recommended for promotion, the University Librarian in accordance with recommended procedures specified in I.A.3., will decide whether to reappoint the Assistant Librarian at this rank or to inform the Assistant Librarian that the current appointment will end in termination at the expiration of the appointment. This decision shall be communicated in writing to the Assistant Librarian one year prior to the expiration of the stated term. The names of individuals not recommended for promotion shall be sent to the Provost. If a person wishes to request information and understanding concerning the ranking decisions, he/she should address any questions directly to the University Librarian.

In clearly exceptional cases, the individual may be reappointed as Assistant Librarian but is exempt from assignment of an additional probationary period. If the Assistant Librarian is reappointed at the same rank upon expiration of the probationary periods, a review by the Associate Librarian Appointment and Promotion Committee shall be made not less frequently than every third year to determine if promotion to the rank of Associate Librarian is advisable. If promotion is advised, the University Librarian may recommend this to the Provost, and upon the Provost's approval, shall communicate that decision to the individual. If the Associate Librarian Appointment and Promotion Committee does not advise promotion to the rank of Associate Librarian, the University Librarian, after consultation with the appropriate division chair who, in turn, shall have consulted with the appropriate line supervisors, may reappoint the individual to an additional term of three years as an Assistant Librarian. After the probationary period is completed, a librarian may be reappointed at the Assistant Librarian level for an indefinite number of terms. If the Assistant Librarian is not reappointed, employment will end at the conclusion of the current appointment.

The combined total of all appointments and reappointments at the General Librarian and Assistant Librarian ranks which constitute the probationary period may not be more or less than seven years.

3. **Associate Librarian**

Associate Librarian is the rank appropriate for individuals whose professional performance has been consistently above the professional norm; who have made a contribution through research or professional activity; and who have rendered consistent service to the Library, campus, University, or community. The Associate Librarian rank is a highly respected rank which can be attained only by those individuals with a sustained record of excellent job performance plus substantial professional accomplishments. For those librarians who choose not to make the necessary investment in professional activities to advance beyond this rank, the Associate Librarian ranks shall be regarded as a perfectly acceptable terminal rank. The individual appointed to this rank normally possesses a graduate degree in library science or in a special field relevant to the position and a minimum of seven years of professional experience. Additional graduate degrees or course work enhancing general knowledge and special competence is desirable. The individual in this rank must have demonstrated continual growth in specific areas of librarianship such as supervision, collection development, technical processing, systems planning, or specialized reference and bibliographical work.

An Associate Librarian is employed for a stated term of five years. Normally, such appointments will be renewed at the expiration of the term upon favorable evaluation if justified by the needs and resources of the Library and the University. The immediate supervisor will write an evaluation without recommendation. Appropriate evaluative comments will be added to this evaluation by other line supervisors as indicated in I.A.3. The completed file will be forwarded to the Librarian Appointment and Promotion Committee through the Administrative Offices of the Library. A review by the Librarian Appointment and Promotion Committee and the University Librarian shall be made not less frequently than every fifth year to determine whether promotion to the rank of Librarian, or reappointment for another five-year term as Associate Librarian, or notification of non-reappointment effective at the conclusion of the current appointment is in order.

Notice of intention not to renew as an Associate Librarian shall be transmitted in writing to the Associate Librarian at least one year prior to the expiration of the stated term. The review process for Associate Librarian shall begin one year and six months prior to the expiration of the stated term. Nothing stated above shall preclude promotions in advance of the time stipulated in normal procedure. Persons can request deferment of review for promotion without prejudice. An individual requesting deferral of consideration for promotion may be reappointed at the rank of Associate Librarian. The request for deferment will stand for five years until the new review period. Nevertheless, the review, requiring updating of the curriculum vitae, shall be made not less frequently than every

fifth year. If a person wishes to request information and understanding concerning the ranking decision, he/she should address any questions directly to the University Librarian.

If an Associate Librarian plans to retire within one year after the expiration of the appointment, the termination of the appointment may be extended to that specific date which the staff member has indicated as the date of departure upon recommendation of the appropriate division chair, review of that recommendation by the Associate Librarian Ranking Committee, and approval by the University Librarian and the Provost. Such renewal, however, may be denied by the University Librarian for any reason other than those reasons which are impermissible (See III.F.10). This is the only exception to other provisions of Article I.B.3. Neither an updated curriculum vitae nor a formal evaluation by the immediate supervisor or department head will be required in such a case.

4. Librarian

Librarian is the rank appropriate for individuals whose professional library performance and service have been consistently outstanding; who have established state, regional, or national leadership in library or scholarly organizations and whose prominence in their field of service or specialization reflects their superior achievements. A Librarian normally has a graduate degree in library science or in a specialized field relevant to the position. A second graduate degree or Ph.D. is desirable. In addition, a Librarian has a minimum of twelve years of professional experience.

A Librarian is employed for a stated term of five years. Normally, such appointments will be renewed at the expiration of the term upon favorable evaluation if justified by the needs and resources of the Library and the University. The evaluative procedures and the notification of the individual are identical to those detailed for an Associate Librarian in Section I.B.3.

If a Librarian plans to retire within one year after the expiration of the appointment, the procedures detailed for an Associate Librarian shall apply. (See Article I.B.3.).

II. LIBRARY APPOINTMENT AND PROMOTION COMMITTEES

In order to provide for a broad-based evaluation for appointment and promotion within the Library, there shall be two Appointment and Promotion Committees: (A) Associate Librarian Appointment and Promotion Committee; and, (B) Librarian Appointment and Promotion Committee. These committees will advise the University Librarian relative to appointments, reappointments, promotions, and decisions not to reappoint based on evaluations by the immediate supervisor, department head, and division chair and the curriculum vitae prepared by each staff member being reviewed.

A. Associate Librarian Appointment and Promotion Committee

The Associate Librarian Appointment and Promotion Committee shall consist of six elected members with the rank of Associate Librarian, two from each of the three divisions within the Library, to be elected by all professional librarians. The length of service on this committee shall be for two years in staggered terms. Members may be reelected. Elections will be held annually by secret ballot to fill the two-year terms. Should a member resign before the end of this term, the vacancy will be filled until the next election by the Associate Librarian in the same division with the next-highest number of votes in the last election.

B. Librarian Appointment and Promotion Committee

The Librarian Appointment and Promotion Committee shall consist of six elected members with the rank of Librarian, two from each of the three divisions within the Library, to be elected by all professional librarians. The length of service on this Committee shall be two years in staggered terms. Members may be reelected. Elections will be held annually by secret ballot to fill the two-year terms. Should a member resign before the end of this term, the vacancy will be filled until the next election by the Librarian in the same division with the next-highest number of votes in the last election.

In the event that there are fewer than two available members from one of the three divisions holding the rank of Librarian, the Librarians at large shall elect one or more from their general membership to a temporary one year term in order to complete the Committee's membership of six Librarians. If, at any time, there should not be so many as six members of the staff holding the rank of Librarian, the University Librarian shall make temporary one-year appointments to this Committee from other ranks and representing the appropriate division(s) to complete its membership.

The University Librarian shall refer all cases being considered for initial appointment or promotion to the rank of Librarian to this committee for review and advice. The University Librarian shall consider the advice of this committee when making an initial appointment or promotion to the rank of Librarian.

III. CRITERIA FOR APPOINTMENT, PROMOTION, AND CONTINUING EMPLOYMENT

An appointment to the professional library staff requires the academic preparation which is evidenced by the possession of the professional degree. The primary quality which must be present for promotion is value and service to the Library as evidenced by superior job performance at a professional level in areas which contribute to the educational and research mission of the institution.

Evaluation of the level of performance may take into account judgments of members of the academic community outside the Library, as well as those of colleagues in the Library.

Additional criteria for promotion in rank may include:

- A. Activities related to inquiry and research;
 - B. Active participation in professional and learned societies;
 - C. Teaching, not necessarily in a classroom situation, organization of or appearance before institutes, workshops, or similar meetings, and consultancies;
 - D. Needs of the Library and the University;
 - E. Resources of the Library and the University;
- and,
- F. The professional characteristics of the candidate, qualitatively and quantitatively measured, including:
 - 1. Education and training
 - 2. Experience;
 - 3. Skills;
 - 4. Accomplishments;
 - 5. Potential for growth and achievement;
 - 6. Competitive demand for a person of the qualifications needed;
 - 7. Integrity;
 - 8. Good judgment;
 - 9. Self-reliance;
- and,
- 10. Capacity for cooperation.

These criteria may not include race, color, sex, age, religion, handicap, national origin, or veteran status.

IV. APPEAL PROCEDURE

A Librarian wishing to appeal non-reappointment, suspension, discharge, or the rank assigned, has access to the Library Appeal Procedure. Before a hearing request is made, the librarian should discuss the rank assignment with the University Librarian or the Appointment and Promotion Committee which advised the University Librarian regarding the rank in an attempt to reach an agreement through informal means. The appeal must be made within twenty-one days after the date of the letter of notification of decision. The entire appeals procedure within the Library should be completed within sixty days. Within twenty-one working days (Monday through Friday only are to be counted and no institutional holidays are to be counted) after receipt of a hearing request, the Appeals Committee shall decide whether or not to hear a case and, if so, whether or not to accept written statements in lieu of personal appearances by participants other than the appellant. All hearings shall be open only to participants. If a decision is made not to hear a case, the Committee shall notify the librarian initiating the appeal in writing as to

the reasons for its action. The decision about rank agreed upon as a result of these procedures shall be retroactive to the original date of the review decision.

After the appeals procedures listed below have been exhausted, if the librarian feels that he/she has a real grievance, he/she may take his/her case to the Faculty Grievance Committee. (FACULTY HANDBOOK III, "Faculty Grievance Review.")

PROCEDURE

- A. Appeals by General and Assistant Librarians whose promotions or appointments have previously been reviewed by the University Librarian:
 1. A formal request for a hearing should be written by the librarian being ranked or reviewed to the chair of the Librarian Appointment and Promotion Committee. A copy of this request should also go to the University Librarian.
 2. The Appeals Committee shall consist of the members of the Librarian Appointment and Promotion Committee.
 3. In arriving at its recommendations, the Appeals Committee shall consider or review only documents or other material to which both the librarian being ranked and the University Librarian are afforded access. Only material submitted for purposes of ranking is admissible as evidence for review.
 4. The Appeals Committee shall submit its report, with recommendations for settlement of the case, to the University Librarian. If the University Librarian's final decision does not concur with the judgment of the Appeals Committee, he should state the reasons for this in detail to the Appeals Committee and to the librarian being ranked. This action constitutes the exhaustion of the internal appeals procedure.
- B. Appeals by Assistant Librarians whose promotions or appointments have previously been reviewed by the Associate Librarian Appointment and Promotion Committee:
 1. A formal request for a hearing should be written by the librarian being ranked or reviewed to the chair of the Librarian Appointment and Promotion Committee. Copies of the request should also go to the chair of the Associate Librarian Appointment and Promotion Committee and the University Librarian.
 2. The Appeals Committee shall consist of the members of the Librarian Appointment and Promotion Committee.

3. In arriving at its recommendations, the Appeals Committee shall consider or review only documents or other material to which both the librarian being ranked and the Associate Librarian Appointment and Promotion Committee are afforded access. Only material submitted for purposes of ranking is admissible as evidence for review.
 4. The Appeals Committee shall submit its report, with recommendations for settlement of the case, to the University Librarian. If the University Librarian's final decision does not concur with the judgment of the Appeals Committee, he should state the reasons for this in detail to the Appeals Committee and to the librarian being ranked. This action constitutes the exhaustion of the internal procedure.
- C. Appeals by Associate Librarians and Librarians whose promotions or appointments have previously been reviewed by the Librarian Appointment and Promotion Committee:
1. A formal request for a hearing should be written by the librarian being ranked or reviewed to the University Librarian. A copy of this request should also go to the chair of the Librarian Appointment and Promotion Committee.
 2. The Appeals Committee shall consist of the University Librarian.
 3. In reaching a decision, the University Librarian shall consider or review only documents or other material to which both the librarian being ranked and the Librarian Appointment and Promotion Committee are afforded access. This action constitutes the exhaustion of the internal appeals procedure.

INDEX

	Section	Page
APPEAL PROCEDURE	IV.	11
Appeal Procedure	I.A.6.	4
Appeals by Assistant Librarians	IV.B.	12
Appeals by Associate Librarians	IV.C.	13
Assistant Librarian	I.B.2.	6
Associate Librarian	I.B.3.	8
Associate Librarian Appointment and Promotion Committee	II.A.	10
CRITERIA FOR APPOINTMENT, PROMOTION, AND CONTINUING EMPLOYMENT	III.	10
Decision not to reappoint	I.A.4.	3
Employment at Will	I.A.1.	2
General Librarian	I.B.1.	5
Initial rank assignment	I.A.7.	4
Leaves of absence	I.A.3.	3
Length of Appointments	I.A.1.	1
Librarian	I.B.4.	9
Librarian Appointment and Promotion Committee	II.B.	10
LIBRARY APPOINTMENT AND PROMOTION COMMITTEES	II.	9
Policy changes	I.A.8.	5

Probationary appointments	I.A.2.	2
Procedures for appointments, reappointments, and promotions	I.A.3.	2
Ranking Procedures Committee	I.A.8.	5
Ranks	I.B.	5
Reappointment		
Decision not to reappoint	I.A.4.	3
Research Assistants		
Employment at will	I.A.1.	2
Staff members of cooperatives in which the Library participates		
Employment at will	I.A.1.	2
Suspension or discharge for cause	I.A.5.	4
Visiting librarians on grants		
Employment at will	I.A.1.	2