

Institution	1. Which type(s) of employment contract(s) listed here most accurately describe(s) those tendered to library professionals (i. e., degreed or certified library or archival employees, with faculty status or its equivalent) at your institution?			
	Single-year, annual contract with no guaranteed right of renewal	Multi-year (e.g. 2-, 3-, 5-yr. or other period) contract with no guaranteed right of renewal	No contract is signed; library professionals have continuing appointment (i.e., dismissal may only be for cause) but do NOT have tenure	No contract is signed; library professionals have tenure
Georgia Institute of Technology	x			
Georgia State University	x			
Medical College of Georgia	x			
North Carolina State		x		
Penn State	x	x	x	x
Texas A&M	x			
University of Arizona	x		x	
University of California, Davis			x	

University of Florida	x			x
University of Iowa			x	
University of Kentucky	x			x
University of Michigan			x	
University of North Carolina	x	x		
University of South Carolina				x
University of Tennessee				x
University of Texas	x			

University of Virginia	x	x		
University of Washington			x	
University of Wisconsin	x	x	x	

Institution	2. If you checked more than one answer or no answer, please explain:	3. Do any other groups of professional employees on campus have the same contract status as library professionals?	4. If yes, please list some examples.
Georgia Institute of Technology	In the past our Archivists have been classified as Professionals with general Faculty status we are in the process of trying to have their status updated to give them parity with our librarians.	Yes	(Academic) faculty
Georgia State University		I don't know.	
Medical College of Georgia		Yes	All non-tenure track faculty on campus.
North Carolina State		Yes	
Penn State	Librarians in tenure track positions have continuing appointments. Librarians in non-tenure track positions are appointed on a fixed-term basis with no guaranteed right of renewal.	Yes	Other than many of the academic colleges, our Applied Research Lab has Research Faculty that are on similar contracts.
Texas A&M	We do not use contracts. We have single-year appointments.	I don't know.	
University of Arizona	We have 2 types of employment status for professionals-- Continuing status eligible (CE)and year-to-year.(Y-Y) Most librarians are CE and have ranks. We have lately begun to fill more positions with the Y-Y status (in our Center for Creative Photography which is part of the library--there are professional Curators--those hired years ago were afforded Y-Y with rank--I don't think we current give a rank.)	Yes	Agricultural extension agents and professionals in the musueums.
University of California, Davis	Librarians are not eligible for 'tenure' but are hired in what is called 'potential career status' and after successful advancement may be granted 'career status.'	Yes	Other non-senate academic titles are handled in a similar way.

University of Florida	We have two tracks for library faculty: tenure track and non-tenure track. Non tenure track faculty sign a yearly contract. Actually, tenured librarians do as well.	Yes	Librarians have faculty status and sign similar contracts as teaching faculty
University of Iowa		Yes	All 'professional & scientific' staff -- e.g., IT professional, social workers, research scientists, etc.
University of Kentucky	Single year appointment until promotion to Associate Librarian rank with tenure. When tenure is granted, a continuing appointment form is signed.	No	There are other special (not regular) series of faculty on campus. These vary somewhat. For more information, please see <a href="http://www.uky.edu/Regs/AR">www.uky.edu/Regs/AR</a>
University of Michigan		Yes	Professional/administrative staff, research scientists (primary faculty), office staff
University of North Carolina		No	
University of South Carolina	Tenure track for our librarians begins Jan. 1 or August 16. If their effective hire date is a date other than one of these, tenure track begins with the closest one of these dates that follows their effective date. Our librarians apply for tenure after five years employment.	I don't know.	
University of Tennessee	We have one-year contracts with annual reviews until consideration for mandatory tenure, generally after 6th year Librarians have faculty rank and status.	Yes	Faculty members at UT; Tenure-track teaching faculty
University of Texas		Yes	At UT-Austin, 'code 1000' staff are treated the same as librarians. Code 1000 titles include other professional positions such as financial officers, physicians, etc...

University of Virginia	New Affiliate Librarians are given a 1 year contract to start (probationary period) and if successful receive a 3 year renewal.	Yes	UVA treats Librarians as General Faculty members. Under that category there are two types Administrative General Faculty consist of people like the Director of Facilities Management. They operate on a 1 or 3 year appointment basis and are classified at the level of 'Lecturer'. They do not have any sort of system for advancement in rank but are required to receive an annual appraisal. Librarians fall into the other category of General Faculty known as Professional General Faculty. Librarians are required to receive annual appraisals and do have our own Promotion in Ranks program with 4 levels ranging from Affiliate Librarian to Librarian.
University of Washington	Beginning librarians and those appointees with less than 6-9 years experience are appointed without continuing status (we call it provisional status). Eventually they will come up for review for a continuing appointment. So my answer above implies that all librarians will eventually have continuing appointments - but not immediately.	No	Our situation is similar to faculty - but we do not have faculty status.
University of Wisconsin	None of those answers actually match. We have annual appts.(no contracts) that may be one year with or w/o renewal, multi year, a rolling horizon(ongoing, requires written notice to end but end may be related to funding as well as performance) and indefinite appointment (close to tenure - appointment is indefinite and may only be ended for performance or end of program and/or funding)See <a href="http://wiscinfo.doit.wisc.edu/acstaff/ASPP/TOC.htm">http://wiscinfo.doit.wisc.edu/acstaff/ASPP/TOC.htm</a> for full detail on appointment type and job security	Yes	Librarians and archivists are academic staff and follow the same guidelines, etc as all category A (non-instructional) academic staff.

Institution	5. Which review process listed here most accurately reflects that used to grant promotion and/or enhanced contract status (i.e., continuing appointment or tenure) to librarians and archivists at your institution? Library professionals must receive high performance ratings and successfully complete:				
	Formal supervisor only	Internal, no up or out	Internal, up or out	Both, no up or out	Both, up or out
Georgia Institute of Technology					x
Georgia State University					x
Medical College of Georgia				x	
North Carolina State					
Penn State					x
Texas A&M				x	
University of Arizona					x
University of California, Davis					x
University of Florida					x
University of Iowa					x
University of Kentucky					x
University of Michigan				x	
University of North Carolina			x		
University of South Carolina					x
University of Tennessee				x	
University of Texas	x				

University of Virginia					x
University of Washington		x			
University of Wisconsin	x				



Institution	6. How important are these criteria for granting promotion or enhanced contract status at your institution?							
	Publication in peer-reviewed journals, considered separately from conference presentations	Conference presentations, considered separately from publications in peer-reviewed journals	Participation in professional organizations	Job performance	Years of service	Management responsibility	Community service	Other (please explain below)
Georgia Institute of Technology	Important	Somewhat Important	Important	Important	Important	Not Important	Not Important	
Georgia State University	Somewhat Important	Important	Important	Very Important	Somewhat Important	Not Important	Important	
Medical College of Georgia	Somewhat Important	Important	Important	Important	Somewhat Important	Not Important	Somewhat Important	Important
Penn State	Very Important	Very Important	Very Important	Very Important	Not Important	Somewhat Important	Somewhat Important	Very Important
Texas A&M	Very Important	Important	Important	Important		Somewhat Important	Not Important	

University of Arizona	Important	Important	Important	Important				
University of California, Davis	Important	Important	Important	Very Important	N/A	Not Important	Important	N/A
University of Florida	Very Important	Important	Important	Very Important	Very Important	Somewhat Important	Somewhat Important	
University of Iowa	Very Important	Very Important	Very Important	Very Important	Very Important			
University of Kentucky	Important	Important	Very Important	Very Important	Very Important	Not Important	Not Important	Important
University of Michigan	Important	Important	Important	Very Important	Not Important	Not Important	Important	
University of North Carolina	Important	Important	Important	Very Important	Not Important	Somewhat Important	Somewhat Important	
University of South Carolina	Important	Important	Important	Important	Important	Somewhat Important	Not Important	

University of Tennessee	Very Important	Important	Very Important	Very Important	N/A	Not Important	Very Important	
University of Texas	Somewhat Important	Somewhat Important	Important	Very Important	Not Important	Important	Not Important	
University of Virginia	Somewhat Important	Important	Very Important	Very Important	Important	Somewhat Important	Not Important	
University of Washington	Somewhat Important	Somewhat Important	Important	Very Important	Not Important	Not Important	Somewhat Important	
University of Wisconsin	N/A	N/A	N/A	Important	Important	Important	Somewhat Important	

Institution	7. What other criteria are used by your insitution in considering promotion?	8. May we review your guidelines for promotion?	9. Please add any comments/additional information about contracts or promotion at your institution:
Georgia Institute of Technology		Yes; Request them by email	
Georgia State University		Yes; Request them by email	
Medical College of Georgia	In general, promotion is based on the Board of Regents and institutional requirements for promotion. An educator's dossier is a required portion of a promotion document and includes activities related to teaching/learning. Although some have a more traditional teaching role than others, librarians can usually relate their librarian role to an educational role in their dossier.	Yes; Request them by email	Promotion documents must show teaching effectiveness (vie educator's dossier), scholarly activity (defined as being shared with the profession and reviewed by peers), and service to the institution and the profession. Contracts are standard for non-tenured faculty at the institution.
Penn State	- Service and the Scholarship of Service to the University, Society and Profession - ex., leadership and participation in university and library committees; advising student organizations, fund raising, presentations or outreach to community groups, etc.	Yes; Request them by email	
Texas A&M		Yes; Request them by email	

University of Arizona	Our criteria can be viewed at <a href="http://www.library.arizona.edu/library/lfa/bylaws.html">http://www.library.arizona.edu/library/lfa/bylaws.html</a>	Yes; The URL is in the comments box	Both kinds of professionals receive an annual letter of appointment confirming status--not a contract.
University of California, Davis	There are four criteria for assessing performance: (1) Professional competence and quality of service with the library; (2) Professional activity outside the library; (3) University and public service; (4) Research and other activity. Performance in criteria #1 is critical to advancement and performance under one or more of the other criteria gain in importance as librarians advance in their careers. See: <a href="http://www.lib.ucdavis.edu/dept/admin/pearls/">http://www.lib.ucdavis.edu/dept/admin/pearls/</a>	Yes; The URL is in the comments box	
University of Florida		Yes; Request them by email	Librarians who are not on tenure track have a separate set of criteria in which research is not considered as highly important
University of Iowa	Among the top 3, above, all do not have to be met by the same person.	Yes; Request them by email	
University of Kentucky	Library and University service (important); research (somewhat important) see #4 for URL for Administrative Regs (go to the section on the Librarian Series); see also <a href="http://www.uky.edu/Libraries/ptforms.html">http://www.uky.edu/Libraries/ptforms.html</a> for in-house information about P&T	Yes; The URL is in the comments box	We have four levels: librarian IV to I, with I being the highest. Contract renewal for Librarian IVs and IIIs (and promotion to Lib. III) are handled internally; promotion to Lib. II, with tenure and promotion to Librarian I require both internal & external approval. No one ever has to go up for Librarian I.
University of Michigan	see <a href="http://www.lib.umich.edu/hr/lib/staff_manual_promotion_lib.html">http://www.lib.umich.edu/hr/lib/staff_manual_promotion_lib.html</a>	Yes; The URL is in the comments box	
University of North Carolina		Yes; Request them by email	
University of South Carolina	Our faculty manual <a href="http://www.sc.edu/policies/facman/fmhome.html">http://www.sc.edu/policies/facman/fmhome.html</a>	Yes; The URL is in the comments box	All faculty positions with Thomas Cooper Library are Librarians. We have 7 regional campuses (2 year) and they have Assistant Librarian and Librarian positions.

University of Tennessee	Years of service applicable only for eligibility at particular rank, i.e, normally an assistant prof. for 4 years prior to application for assoc.	Yes; The URL is in the comments box	<a href="http://www.lib.utk.edu/lss/lpp/toc.html">http://www.lib.utk.edu/lss/lpp/toc.html</a>
University of Texas	We are currently creating a career-ladder for promotion for librarians. We currently do not have a formal guideline for promotion in place.		
University of Virginia	1. Innovative contributions to library operations, procedures and functions that transcend specific job-related work assignments, 2. Demonstrated leadership ability.	Yes; Request them by email	
University of Washington	Our criteria emphasizes performance within the position(s) as well as professional growth and development. We do not have fixed elements for what is professional growth and development. Each librarian will chart his or her own course, emphasizing what is relevant to their position and career. <a href="http://staffweb.lib.washington.edu/Personnel/LibrarianPersonnelCode2004.pdf">http://staffweb.lib.washington.edu/Personnel/LibrarianPersonnelCode2004.pdf</a>	Yes; The URL is in the comments box	
University of Wisconsin	promotion is separate from job security. Promotion is internal, if job security includes indefinite appointment there is an external campus component that ultimately requires approval from the Chancellor.	Yes; The URL is in the comments box	<a href="http://www.ohr.wisc.edu/apo/policies/index.htm">http://www.ohr.wisc.edu/apo/policies/index.htm</a> . From this site you may want to access: Guidelines for promoting academic staff to indefinite status; also unclassified title guidelines (within this site you would want to read everything regarding academic staff titles from page 4 on) Our librarians are not faculty.

University	10. May scheduled work time be used for professional activities (e.g., research and writing for publication or participation in professional organizations)?	11. How are professional activities funded (e.g., travel, registrations, or memberships)?	12. Please add any comments/additional information about support for professional activities at your institution:
Georgia Institute of Technology	Yes, time is allowed, but its use for professional activities is optional.	Professional activities are primarily funded by my institution.	
Georgia State University	Yes, time is allowed, and its use for professional activities is required.	Professional activities are primarily funded by my institution.	
Medical College of Georgia	Yes, time is allowed, but its use for professional activities is optional.	Professional activities are primarily funded by my institution.	Appointment letters indicate percent effort expected in the areas of teaching, research, and service. Research effort for librarians is usually 5-10%.
North Carolina State			
Penn State	Yes, time is allowed, and its use for professional activities is required.	Professional activities receive limited funding from my institution.	Clarification on #10 - We consider time spent participating in professional activities as work time. We reimburse for expenses related to travel and registration for professional activities; however we do not reimburse for membership fees.
Texas A&M	Yes, time is allowed, and its use for professional activities is required.	Professional activities receive limited funding from my institution.	Faculty members are given an annual stipend to assist in funding professional activities. Requests for additional funding can be made to the Professional Development Committee who will fund part or all of a request based on benefits of the activity as it relates to the job and to the libraries.
University of Arizona	Yes, time is allowed, and its use for professional activities is required.	Professional activities receive limited funding from my institution.	All staff (classified staff and professionals) have 24 days of professional leave available for research, writing, attendance at conferences or other staff development functions. We have Travel funds which are available-- criteria-based: (The URL is password protected so I have copied what is there (I think it all came thru: I could not get to the NEXT page--! Sorry
University of California, Davis	Yes, time is allowed, but its use for professional activities is optional.	Professional activities receive limited funding from my institution.	With regard to question 10, reasonable flexibility is provided for librarians to pursue professional development and activities.

University of Florida	Yes, time is allowed, and its use for professional activities is required.	Professional activities receive limited funding from my institution.	
University of Iowa	Yes, time is allowed, but its use for professional activities is optional.	Professional activities receive limited funding from my institution.	
University of Kentucky	Yes, time is allowed, and its use for professional activities is required.	Professional activities receive limited funding from my institution.	#10 Each year a distribution of effort form is prepared which shows the % of time to be spent on various activities (e.g., primary responsibility 55%, research 10%, prof. service 15%, prof. development 20%)
University of Michigan	Yes, time is allowed, but its use for professional activities is optional.	Professional activities receive limited funding from my institution.	University Library has funding for both staff travel and staff development activities and also research support. The University and Library have numerous and extensive staff training opportunities available, for which full funding is supplied and time so spent is considered work time.
University of North Carolina	Yes, time is allowed, but its use for professional activities is optional.	Professional activities receive limited funding from my institution.	
University of South Carolina	Yes, time is allowed, but its use for professional activities is optional.		
University of Tennessee	Yes, time is allowed, but its use for professional activities is optional.	Professional activities are primarily funded by my institution.	
University of Texas	Yes, time is allowed, but its use for professional activities is optional.	Professional activities are primarily self-funded by library professionals.	



University of Virginia	Yes, time is allowed, but its use for professional activities is optional.	Professional activities receive limited funding from my institution.	The Library covers all funding for mandatory professional travel. Example: when a Librarian is asked to give a presentation at a National or International Conference on Digital Library Initiatives. In addition, each year the Library budgets travel money for all staff members. Faculty receive a set amount (i.e. \$750.00) which might be supplemented by either the organization or their AUL based upon organizational priorities. In addition new Affiliate Librarians receive more funding because they are the only level that has an up or out clause. We also have a fairly sizable training budget which can be used to help pay for preconferences etc. In addition, each department has an OTPS (Other than Personnel Spending) Account that can be used to help pay for professional travel related expenses. Invariably, despite all of the above, most professionals do end up having to foot some of the bill for their professional-related expenses.
University of Washington	Yes, time is allowed, but its use for professional activities is optional.	Professional activities receive limited funding from my institution.	Funding is a mix of library and personal funds. While there is a large amount of library funded travel, the budget does not go far enough.
University of Wisconsin	Yes, time is allowed, but its use for professional activities is optional.	Professional activities receive limited funding from my institution.	we do provide funding for professional activities but we are prevented by state requirements from funding memberships

University	13. How long has the current process for granting promotion or enhanced contract status been used by your institution?	14. If the process changed, how were library professionals affected?	14b. If other, please specify.	15. Please add any comments/additional information about changes in the promotions process at your institution:
Georgia Institute of Technology	6-10 years	No change in the process.		
Georgia State University	6-10 years	New criteria and procedures were applied to new and recent hires only; currently employed library professionals were allowed to continue under old criteria and procedures.		
Medical College of Georgia	More than 10 years	Other (please specify)	Approximately 15 years ago, librarians were on tenure track. The campus redefined and reduced the overall number of faculty with tenure track appointments. Since then, librarians have retained full faculty rank and status, but have not had the option for tenure.	Promotion review committees have librarians of equal or greater rank and at least 1 faculty member from outside the library.
North Carolina State				
Penn State	More than 10 years	Library professionals were automatically granted revised status.		Historically, Library professionals have been automatically granted revised status.

Texas A&M	More than 10 years	Other (please specify)	Librarians at a certain point were grandfathered in prior to implementing the new process.	
University of Arizona	More than 10 years	Other (please specify)	25 years ago when we did this, the librarians who had full faculty tenured were grandfathered in as such--then we started with those who did not have tenure.	I tried to include our password protected Travel Committee Guidelines--but it was too much for Survey Monkey--ask me and I will e-mail it.
University of California, Davis	More than 10 years	Other (please specify)	The basic process has not changed, although local procedures have been revised over the years.	
University of Florida	More than 10 years	No change in the process.		
University of Iowa	More than 10 years	No change in the process.		
University of Kentucky	More than 10 years	No change in the process.		
University of Michigan	0-5 years	Other (please specify)	Went from administrative review to peer review. Went from ability to promote only once to ability to promote up the full ranks.	Librarian's Forum has a subcommittee that regularly reviews promotion policies and process and recommends changes.
University of North Carolina	More than 10 years			
University of South Carolina				
University of Tennessee	More than 10 years	No change in the process.		

University of Texas	More than 10 years	No change in the process.		
University of Virginia	More than 10 years	I don't know.		
University of Washington	More than 10 years	Other (please specify)	We did adopt a revised Librarian Personnel Code in 1998 but the key features of rank, status, promotion, etc were only clarified, not changed.	Seems to work fairly well. One of the best features is an advisory process where each new librarian can be assigned two librarians who have gone through the process. These advisors serve as mentors for the new librarians.
University of Wisconsin	More than 10 years			

University	16. Does your current contract status for library professionals affect the quality of applicants for positions at your institution?	17. How does it affect the quality of applicants?	18. Has your employment contract status ever influenced a candidate's acceptance of a job offer?	19. Please explain.
Georgia Institute of Technology	No		No	
Georgia State University	I don't know		I don't know	
Medical College of Georgia	I don't know	Most applicants seem pleased with having faculty rank and status. Some negotiate their rank along with their salary when finalizing acceptance details.	No	Not that I know of.
North Carolina State				
Penn State	Yes	Pools for tenure track positions tend to be smaller but have higher quality candidates.	Yes	There are unsuccessful salary negotiations and sometimes unresolved issues over promotion and tenure credit, but these are rare. In most cases by the time the job is offered, the candidate understands all the expectations and has already made a decision, although some candidates do decide that they don't want to take on the pressure of our promotion and tenure process.
Texas A&M	No		I don't know	

University of Arizona	Yes	This is an assumption--we only hire people who we think are able to do research, write, and stay active in the profession. I think this is a desirable set of qualities.	I don't know	We have every candidate meet with a member of the Library Faculty who explains the Continuing Status criteria and process--and clarify the timing of the process etc. We have beefed this up of late after learning that some new hires were not so clear about this.
University of Florida	Yes		I don't know	
University of Iowa	I don't know		I don't know	
University of Kentucky	I don't know		Yes	A candidate turned down our offer when we would not allow them to come in without tenure. This person had many years of related experience, but it was not in an academic institution. It was a medium level job.
University of Michigan	Yes	Individuals have commented that they appreciate the opportunity for promotion without it being a requirement for continued employment. This allows time and energy to be directed toward responding to needs of patrons and colleagues, and developing new programs and services.	I don't know	
University of North Carolina	I don't know		I don't know	

University of South Carolina	I don't know		I don't know	
University of Tennessee	Yes	Positively.	No	
University of Texas	Yes	The lack of tenure status is sometimes seen as a problem by job applicants. However, our lack of formal promotion process is more of a concern and that it is being worked out now is reassuring to staff.	No	
University of Virginia	No		No	
University of Washington	Yes	No hard data on this - but I believe we need to offer rank, promotions and continuing appointment if we want to compete successfully with top-quality candidates.	I don't know	I don't think so; no one has given the status situation as a reason. So my answer is really 'no' -
University of Wisconsin	No		No	

University	20. Does your current employment contract status affect retention of library professionals at your institution?	21. If yes, how?	22. Comments/additional information on recruitment/retention of library professionals:
Georgia Institute of Technology	No		
Georgia State University	No		
Medical College of Georgia	No		
North Carolina State			
Penn State	Yes	Some individuals decide that the expectations and responsibility that is part of the promotion and tenure process is more pressure than they can and/or want to handle. However, this is rare. In fact 95%-97% of those who start the promotion and tenure process, complete the process successfully.	
Texas A&M	No		



University of Arizona	Yes	I would say yes, since they get job security--a percentage choose to stay--but not all. Some get CS --then move on.	We don't keep accurate data--very hard to get--people who leave usually are not terribly truthful (for many reasons) about why they are leaving--they want to leave behind an image--They do not want to state they are leaving because they can't meet the criteria, or don't want to publish, or are not happy with the Library--so we usually get standard answers in Exit interviews--more pay, promotion, spouse hired, new location. I don't trust this data--from any institution.
University of Florida	I don't know		
University of Iowa	I don't know		I our applicants and our current librarians find are status very acceptable -- not as demanding as faculty status, but something close.
University of Kentucky	Yes	I have the sense that some people who have successfully achieved tenure would be reluctant to go through the process again. This is a plus for us overall.	
University of Michigan	Yes	ability to promote up through the ranks and receive promotional increases is a plus.	
University of North Carolina	I don't know		I think that librarians are pretty happy about our system. Our higher ranks (Associate and Librarian) have 5 year contracts which seem to be satisfactory and reasonable -- no one ever says they'd rather see us using a tenure system. I suspect that some librarians are attracted to us because of the internal appointment and promotion process.

University of South Carolina	I don't know		
University of Tennessee	Yes	Seldon, if ever, are library recommendations overturned at the campus level. Occasionally, tenured faculty vote against retention (or tenure), however.	We spend a lot of time and effort explaining our expectations for 'promotion and tenure' during interview process and prior to official hire.
University of Texas	No		
University of Virginia	No		The single biggest issue in recruitment and retention is salary especially for our younger professional Librarians.
University of Washington	Yes	Again, it's a guess but having a permanent/continuing appointment is valued by our librarians. We have an extremely low turnover rate - most librarians leave by retiring! So I'm confident we benefit by having our librarians stay after receiving a continuing appointment.	I would hate to recruit librarians today if I could not offer a full package of promotion and continuing appointment. I'm confident (and I've been in this business over 25 years!) we would not be successful in the market without a decent personnel code.
University of Wisconsin	No		

University	23. Are library professionals at your institution satisfied with their current type of employment contract status?	24. Are library professionals at your institution satisfied with the procedure for attaining promotion or enhanced contract status?	25. What do library professionals at your institution consider to be the positive aspects of the status and procedures?	26. What do library professionals at your institution consider to be the negative aspects of the status and procedures?	27. Please add any comments/additional information about the satisfaction of library professionals with their employment contract status or the promotions process at your institution:
Georgia Institute of Technology	Yes		receiving a contract like other faculty on campus having fore-knowledge of procedures	social promotions the sense that peer review can sometimes be more of a personality contest with no real objectivity or real application of actual standards based on merit	Our Archivists are dissatisfied with the past distinction between Librarians and themselves although they do not have MLS or MLIS degrees and faculty on campus including Librarians have terminal degrees in their chosen professorships
Georgia State University	I don't know	I don't know			
Medical College of Georgia	Yes	Yes	On equal footing with other faculty on campus	A few librarians do not like scholarly activities, although most consider it a part of their responsibilities now.	I have not heard any negative comments about their status or the process. Those most recently promoted noted the library procedures need to be updated to reflect some of the more recent changes to the campus procedures.

North Carolina State					
Penn State	Yes	Yes	Librarians are generally satisfied with the process, specifically they like the control they have over the process due to it being predominately a peer review process. The faculty set the criteria, the Review committee is elected, financial support is provided, Faculty Senate provides them with the ability to interact with other faculty and we have a formal mentoring program available for junior faculty.	There is an opinion that There is a lack of adequate funding for research and travel. - the stress that is created just by going through the process itself and balancing the promotion and tenure responsibilities with other job-related and personal responsibilities. -the feelings of mistrust that are sometimes generated when individuals do not have a complete understanding of the more intricate elements of the process.	
Texas A&M				Some think that it is too rigorous and demanding.	
University of Arizona	Yes	Yes	The real answer is yes, some; no, some. I think this should be a strategic decision of leadership. Positive: equivalent faculty status; eligible for faculty privileges (inc. sabbatical and types of raises); the intellectual stimulation of colleagues that are active in the profession	Having to maintain a record of continuous growth and stay active to be promoted; having to publish, etc. Sometimes this creates challenges--even though we have the 24 days of leave available--not everyone takes advantage of that--and some have trouble juggling work/service/scholarship time.	A recent survey of faculty revealed that there is more dissatisfaction than earlier believed--but it is still a minority.
University of California, Davis	I don't know	I don't know	Librarians seem satisfied with their academic status and continuing appointments.		

University of Florida	Yes	I don't know	faculty status, job retention, collegial environment	never enough time to do research	
University of Iowa	Yes	Yes	Of course, there are differences of opinion. The positive aspects include 'milder' demands than a full faculty status institution, but reasonable support for & expectations regarding professional activities & contributions.	Most find it positive. Some might prefer 'full' faculty status thinking it might somehow encourage faculty to 'treat them better' but, for the most part, faculty here treat librarians very well. It's more a matter of personality than status.	
University of Kentucky	Yes	Yes	Our criteria are very general, not proscriptive, so promotion and tenure can be achieved through a wide variety of activities.	While most take the process seriously, the P&T process requires each tenured faculty member to read each untenured file and prepare a written evaluation/recommendation for each. This can be time consuming.	
University of Michigan	Yes	Yes	flexibility and adaptability to individual needs and situation; self-governing means concerns can be addressed through peers and existing process.	professional stagnation	
University of North Carolina	Yes	Yes	User friendly process, elected peer review committees, no oversight from outside review committee, etc.	NO salary raises tied to promotions.	
University of South Carolina	Yes	I don't know			

University of Tennessee	Yes	Yes	The process is mature enough that there are seldom any surprises at the time of either promotion or tenure. There are funds and released time and administrative support along the way. Having the same status as teaching faculty is important to many who work directly with their peers, teaching classes, serving on university and faculty committees.	A few may feel there is too much to do without the added expectations for service and research. Finding the time can be difficult for some.	
University of Texas	I don't know	No			
University of Virginia	I don't know	Yes	In the last 12 months we added additional monetary incentives to the promotion in ranks policy which all faculty greatly approved of. Historically, we would only see 1-2 faculty apply for Promotion in Ranks each year. This past cycle we had 5 applicants.	It is difficult to say. The more senior Librarians do not seem as interested in promotion in ranks as the mid-level and junior. Some of this probably related to their proximity to retirement. I don't think they are unhappy with the changes but I don't see them as being any more likely to apply for promotion in ranks.	

University of Washington	Yes	Yes	<p>Let me comment on #24. It is hard to say that everyone is 'satisfied'. Those who do not have a permanent appointment are anxious, not satisfied. I have not polled the staff but I would say that they are pleased to have a process similar to faculty (as opposed to the classified staff). They like the salary increases that come with promotion and a status change. They definitely like the idea of having a permanent appointment for the rest of their career.</p>	<p>Some are uneasy about meeting the requirements for promotion and permanent status - like most academic processes, the criteria is not a simple checklist - folks can be uneasy about the process. The peer review is time consuming for everyone. There is no other way but it still hits some supervisors hard.</p>	
University of Wisconsin	Yes	Yes	<p>there is an established procedure that is understood and respected by library administration. It is protected from personality and personal preference and whim.</p>	<p>I believe some staff would prefer the indefinite appointment process to be more of an automatic and not subject to administrative review.</p>	<p>In terms of evaluating relative to the whole campus, the library has the most reasonable and institutionalized approach to promotion and job security. The libraries are more liberal in the provision of job security to staff. Librarians are aware that other units on campus do not have this approach to security or promotion. Within the libraries it functions more as a partnership with staff.</p>

University	28. Do your library professionals have a formal appeals process for termination or contract non-renewal?	29. If yes, may we review your guidelines for appeal?	30. Please add any comments/additional information about any formal appeals process for termination or contract non-renewal at your institution:
Georgia Institute of Technology	Yes	Yes; The URL is in the comments box (question 28)	<a href="http://www.academic.gatech.edu/handbook/handbook3index.html">http://www.academic.gatech.edu/handbook/handbook3index.html</a> 3.7.4.3. Appeals and Grievances On receipt of the review from the Dean / Vice Provost, a reviewee may appeal to the President to overturn a unit-level recommendation. Grievances related to the Periodic Peer Review process shall be handled by the Faculty Status and Grievance Committee under Sections 2.4.6.1.(c) and 2.10 of the statutes and policies of the Georgia Institute of Technology.
Georgia State University	No		There isn't an appeals process for non-renewal of contract. The notice of non-renewal is given in the fiscal year previous to the fiscal year in which the contract would end. For example, a non-renewal of contract for FY06 would have occurred in the first quarter of FY05 with the end date of the library profession's employment being 6/30/06. Termination for cause outside of the contract renewal process for our library professionals, who also hold faculty rank, has an appeals process.
Medical College of Georgia	Yes	Yes; The URL is in the comments box (question 28)	See section 5.5 in <a href="http://www.mcg.edu/faculty/facman/fadpt/facppt5.html">http://www.mcg.edu/faculty/facman/fadpt/facppt5.html</a>



North Carolina State			
Penn State	Yes	Yes; Request them by email	
Texas A&M	Yes	Yes; Request them by email	
University of Arizona	Yes	Yes; The URL is in the comments box (question 28)	<a href="http://uhap.web.arizona.edu/">http://uhap.web.arizona.edu/</a>
University of California, Davis	Yes	Yes; The URL is in the comments box (question 28)	

University of Florida	No	Yes; Request them by email	
University of Iowa	Yes	Yes; Request them by email	
University of Kentucky	Yes	Yes; The URL is in the comments box (question 28)	See the Administrative Regulations.
University of Michigan	Yes	Yes; The URL is in the comments box (question 28)	Grievance process: <a href="http://www.lib.umich.edu/hr/lib/staff_manual_grievance_la.html">http://www.lib.umich.edu/hr/lib/staff_manual_grievance_la.html</a>
University of North Carolina	Yes	Yes; Request them by email	
University of South Carolina	Yes	Yes; The URL is in the comments box (question 28)	Question 29: Our guidelines for appeal are included in our faculty manual <a href="http://www.sc.edu/policies/facman/fmhome.html">http://www.sc.edu/policies/facman/fmhome.html</a>

University of Tennessee	Yes	Yes; The URL is in the comments box (question 28)	The Faculty Handbook is under revision, but latest drafts appear here: <a href="http://web.utk.edu/~senate/">http://web.utk.edu/~senate/</a>
University of Texas	Yes	Yes; Request them by email	
University of Virginia	Yes	Yes; The URL is in the comments box (question 28)	please refer to: <a href="http://www.virginia.edu/provost/docs_policies/grievance.html">www.virginia.edu/provost/docs_policies/grievance.html</a> Note: our promotion in ranks policy does provide for an appeals process. The process will simply provides for a 3 person appeal panel of peers to review the applicant's package and any additional materials submitted to see if they feel the applicant qualified for promotion in ranks.

University of Washington	Yes	Yes; The URL is in the comments box (question 28)	The appeals process is in our Personnel Code - URL was given earlier. (I could not find a comments box for question 28 - did you mean question 27?)
University of Wisconsin	Yes	Yes; The URL is in the comments box (question 28)	<a href="http://wiscinfo.doit.wisc.edu/acstaff/ASPP/TOC.htm">http://wiscinfo.doit.wisc.edu/acstaff/ASPP/TOC.htm</a> There are several chapters that deal with grievances, appeals, etc. Also you may want to see: <a href="http://wiscinfo.doit.wisc.edu/acstaff/doc.html">http://wiscinfo.doit.wisc.edu/acstaff/doc.html</a> the section labeled: appeals