

Bylaws

of the Faculty of the University Libraries

University at Buffalo,
The State University of New York

June 2009 Revision



University at Buffalo
The State University of New York

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PREAMBLE

The [Bylaws of the Faculty of the University Libraries](#) [hereafter known as *Bylaws*] constitute the regulations for the internal governance of the Faculty of the University Libraries. The authority vested in the Faculty of the University Libraries is recognized in Article II, Section 5, of the *Bylaws of the Voting Faculty, State University of New York at Buffalo*, which states that "The faculties of the academic units of the University and of the University Libraries shall have original and primary jurisdiction regarding their own internal academic policies and procedures...." Both *Bylaws* are subject to the provisions of the [Policies of the Board of Trustees of the State University of New York](#) [hereafter known as *Policies*] and other relevant provisions of the University at Buffalo's policies and procedures. (See the [Faculty and Professional Staff Handbook](#); see also the current [Agreement Between the State of New York and United University Professions](#).) Unless specified to the contrary by these *Bylaws*, the business of the University Libraries Faculty shall be conducted in accordance with *Robert's Rules of Order*.

DEFINITIONS

- **Academic staff** – staff comprised of those persons having academic rank or qualified academic rank, as specified in the [Policies of the Board of Trustees of the State University of New York](#), (cf. [Policies](#), Article II, Section 1.(i))
- **Academic rank** – the titles of Librarian, Associate Librarian, Senior Assistant Librarian and Assistant Librarian (cf. [Policies](#), Article II, Section 1.(j)).
- **Qualified academic rank** – title of lecturer or titles of academic rank preceded by the designation of “visiting” or other similar designations (cf. [Policies](#), Article 2, Section 1.(k))
- **Continuing appointment** – an appointment to a position of academic rank which shall not be affected by changes in such rank and shall continue until resignation, retirement or termination ([Policies](#), Article XI, Title B, Section 1); continuing appointment is also known as “tenure.”
- **Term appointment** - an appointment for a specified period of not more than three years which shall automatically expire at the end of that period unless terminated earlier because of resignation, retirement or termination ([Policies](#), Article XI, Title D, Section 1).

Section I. THE FACULTY

I.A. MEMBERSHIP OF THE HONORARY AND VOTING FACULTY

Honorary Faculty are non-voting members and shall consist of the following

- Chancellor of the State University of New York
- President of the University at Buffalo
- Associate Vice President of University Libraries of the University at Buffalo (hereafter known as AVPUL)

The membership of the Voting Faculty [hereafter known as the Faculty] shall consist of the following:

- All full-time members of the academic staff having academic rank and either a term or continuing appointment
- Full-time members of the academic staff having qualified academic rank serving on appointments of more than one year
- Part-time faculty with continuing appointment
- Part-time faculty on term appointments (vote on governance issues but not on personnel actions)
- Temporary full- or part-time faculty (vote on governance issues but not on personnel actions)

I.B. DUTIES AND PREROGATIVES

In its advisory capacity as defined by and subject to the provisions of the Policies of the Board of Trustees of the State University of New York, the Faculty shall participate in the formulation of academic objectives of the Faculty; may advise the Associate Vice President for University Libraries on any matters pertaining to the goals, policies and operations of the University Libraries; shall participate in defining the service functions of the Faculty and Libraries to the academic community; shall participate in the development and preservation of the holdings and resources of the University Libraries. The Faculty shall also enact and enforce rules for its own governance, and it shall consider, transact or delegate such business as is within the scope of its responsibilities. The duties and prerogatives of the Faculty are delineated in further detail within the sections dealing with the various Standing Committees. However, the procedures of any standing Committee may not take precedence over these *Bylaws*.

I.C. FACULTY MEETINGS

I.C.1. There shall be a minimum of two meetings of the library Faculty as a whole during each academic year, a fall meeting and a winter/spring meeting. Written reports of the Faculty's Standing Committees shall be presented at each meeting by the Committee Chair or a designated representative. The Chair of the Faculty Executive Committee shall preside at all regular and special meetings of the Faculty. In the temporary absence of the Chair, the Secretary of the Faculty Executive Committee shall act as Chair and designate another member of the Faculty Executive Committee to act as Secretary. If both the Chair and Secretary are absent, the Faculty Executive Committee members shall designate a Chair and Secretary pro tem.

I.C.2. The Faculty Executive Committee shall prepare a written notice of and an agenda for any regular faculty meeting, and shall send them to each voting member of the Faculty. Such written notice and agenda shall be disseminated via campus mail or other appropriate means at least 14 days before the date of the meeting. The agenda, under the heading of New Business, shall provide for discussion of items suggested from the floor. However, no item shall be voted upon at a meeting which has not appeared on the agenda. One-third of the voting members of the Faculty shall constitute a quorum for the transaction of business at any regular or special meeting.

Upon the request of any three voting members of the Faculty at a meeting, a vote upon any matter shall be taken by secret ballot. In all votes taken at faculty meetings a simple majority of those present and voting shall decide the issue, except that amendments to these *Bylaws* shall require a two-thirds majority of those voting.

I.C.3. Special meetings of the University Libraries Faculty may be called by the Faculty Executive Committee upon its own initiative. Additionally, it shall do so upon written request from at least ten percent of the voting members of the Faculty or upon the request of the Associate Vice President for University Libraries.

The Faculty Executive Committee shall place a notice of and an agenda for the meeting, which shall include the requested items, for each Faculty member via campus mail or other appropriate means no later than seven days from receipt of the request for the special meeting. At special meetings of the Faculty only the matter or matters in the agenda shall be considered. A special meeting is to take place no later than seven calendar days after issuance of the notice of and agenda for the meeting; except, if an amendment to these *Bylaws* is to be included on the agenda, such meeting shall be called to meet two weeks after issuance of the call.

I.C.4. The Faculty Executive Committee shall take minutes for all faculty meetings and distribute a copy thereof to the Associate Vice President for University Libraries and to all members of the University Libraries Faculty as expeditiously as possible.

I.D. OFFICERS

I.D.1. The Associate Vice President for University Libraries shall be Chair ex officio of the University Libraries Faculty.

I.D.2. The Chair of the Faculty Executive Committee shall be Vice-Chair of the University Libraries Faculty and preside at regular and special meetings of the Faculty.

I.D.3. The Secretary of the Faculty Executive Committee shall act as Secretary of the Faculty.

I.D.4. A Parliamentarian may be appointed to advise the Chair on procedural matters at meetings.

Section II. COMMITTEES

II.A. STANDING COMMITTEES

The University Libraries Faculty shall have the following Standing Committees:

- Faculty Executive Committee (FEC)
- Appointment, Promotion and Tenure Committee (APT)
- Elections Committee

II.A.1. ELIGIBILITY

Subject to the longevity and tenure requirements of APT and FEC, members of the Faculty shall be eligible to serve on any Standing Committees, with the following limitation:

II.A.1.a) No Faculty member may serve simultaneously on more than one Standing Committee. Although a member of an appointed Committee is eligible to run for an elected Committee while serving a current term, a member of an elected Committee must resign that membership before being eligible to run for another membership.

II.A.1.b) A Faculty member who is a unit library director, a member of the Associate Vice President for University Libraries' (AVPUL) senior staff, or who is a member of the AVPUL's Directors' Council or any such successor management body that the AVPUL may create, is ineligible to serve on the Faculty Executive Committee.

II.A.2. ELECTIONS

II.A.2.a) Introduction and Requirements

Members of the Faculty Executive Committee and the Appointment, Promotion and Tenure Committee shall be elected at large, with voting by mail ballot, beginning in February. These elections shall be conducted by the Faculty Elections Committee. The Committee members so elected shall take office at the end of the May meeting of the Faculty. Full election results shall be transmitted to all voting members of the Faculty as soon as practicable after the elections, and a Roster shall be distributed by the Faculty Elections Committee upon the completion of the election schedule.

II.A.2.a)(1) Members of the University Libraries Faculty shall be eligible to vote for candidates to fill any vacancies in the two elected Standing Committees, and for the election of Faculty Senate Representatives.

II.A.2.a)(2) Separate ballots shall be used to fill each slate of vacancies for the elected Standing Committees.

II.A.2.a)(3) The Faculty members receiving the highest number of votes for the vacancies available shall be elected to fill those vacancies. Tie votes shall be resolved by runoff elections.

II.A.2.a)(4) Eligibility for election is determined in the *Bylaws*, Section. II.A.1.

II.A.2.a)(5) The Elections Committee shall announce the candidates via e-mail or other electronic medium. The Library Faculty will have seven calendar days in which to respond regarding changes or additions to the ballot. In the event the number of candidates for FEC, APT, or Faculty Senate equals the number of vacancies, in a regular or mid-term election, the Secretary of FEC shall cast a vote for each candidate at the next FEC meeting, electing the candidates, thereby eliminating a ballot vote by the entire Faculty.

II.A.2.b) GENERAL ELECTIONS

The general elections of the University Libraries Faculty will be held according to the following procedures.

II.A.2.b)(1) In January, the Faculty Elections Committee shall mail to each Faculty member a General Elections packet. This packet will contain:

- a. election schedule,
- b. current roster, and
- c. declination/affirmation form.

II.A.2.b)(1)(a) The election schedule will list dates for each election, provide deadlines for returning the Declination/Affirmation forms and election ballots, and state the duration of the terms which newly elected Faculty members will serve.

II.A.2.b)(1)(b) The current roster will show who is on each committee and expiration date of each member's term.

II.A.2.b)(1)(c) The Declination/Affirmation form will contain instructions for determining eligibility and the form for requesting that a member's name should be included or excluded from each ballot. Faculty members who do not return their Declination/Affirmation form will be omitted from the ballots.

II.A.2.b)(2) The general elections will be held consecutively in the order determined by the Elections Committee. Elections will be run in consecutive order so that no Faculty member can be elected simultaneously to more than one Standing Committee.

II.A.2.b)(3) The General Election season will be scheduled so that it can be completed by the end of May.

II.A.2.c) MID-TERM VACANCIES

In the event that resignation or extended absence creates a vacancy on one of the two elected Standing Committees, the Chair of that Committee shall notify the Elections Committee giving the effective date of the vacancy. This vacancy shall then be filled to the end of the original term of office by a Faculty member eligible, as of the effective date of the vacancy, for service on the Committee involved, provided that the original term of office has a minimum of six months to run. If the vacancy created is of less than a six month duration, the Faculty member elected will fill the unexpired term and also the next regular term of office. A special Declination/Affirmation form will be sent out to all Faculty members to determine eligibility for a midterm election. A ballot listing alphabetically all these eligible Faculty members shall be distributed to members of the University Libraries Faculty by the Elections Committee within one month before or after the effective date of the vacancy. The person who receives the highest number of votes shall be elected. Tie votes shall be resolved by a run-off election. Mid-term vacancies on the two appointed Standing Committees shall be filled as prescribed by the appointment procedures for these Committees.

II.B. AD HOC COMMITTEES

The Faculty or any Standing Committee of the Faculty may request the creation of ad hoc committees to consider matters not within the jurisdiction of a Standing Committee, or to consider particular matters within the jurisdiction of a Standing Committee with the consent of a majority of that Standing Committee. The actual composition, duration and charge of ad hoc committees shall be determined by the Faculty Executive Committee, and ad hoc committees shall be responsible to the Faculty Executive Committee.

II.C. SUB-COMMITTEES

Any Standing Committee shall have the right to create subcommittees from among its own members to consider any particular matter within its jurisdiction. Any such subcommittee shall be responsible to its parent Standing Committee only.

II.D. MINUTES AND REPORTS

II.D.1. All Standing Committees shall maintain minutes of their meetings.

II.D.2. All Standing Committees shall submit written biannual reports to the Faculty Executive Committee. These reports shall be appended to the official minutes of the biannual meetings of the Faculty.

II.E. COMMITTEE STANDING RULES

All Standing Committees may adopt Standing Rules to govern their internal operations. All such Standing Rules and any revisions thereto shall be provided annually to all members of the Faculty.

II.F. COMPOSITION AND JURISDICTION OF STANDING COMMITTEES

II.F.1. FACULTY EXECUTIVE COMMITTEE (FEC)

- a) Composition
- b) Duties
- c) Officers
- d) Meetings

II.F.1.a) Composition

This Committee shall consist of five voting members of the University Libraries Faculty each of whom has been a member of the Faculty for at least two years. To assure continuity there will be rotation of membership, with two members elected in one year and three members elected the next year.

II.F.1.b) Duties

II.F.1.b)(1) The Faculty Executive Committee shall act as the representative of the University Libraries Faculty and in an advisory capacity to the Associate Vice President for University Libraries.

II.F.1.b)(2) The Faculty Executive Committee shall review and make recommendations, including courses of action, to the Associate Vice President for University Libraries on all matters of interest to the University Libraries Faculty, including goals and policies of the University Libraries, e.g., collection development, public services, technical services, etc.

II.F.1.b)(3) The Faculty Executive Committee shall actively solicit expressions of opinion from the voting members of the University Libraries Faculty and on whatever topics and by whatever methods it deems most appropriate. It is incumbent on the Committee to act upon any matter of interest to the voting Faculty which is brought to its attention.

II.F.1.b)(4) The Faculty Executive Committee shall draw up and distribute the agenda for all general Faculty meetings.

II.F.1.b)(5) The Faculty Executive Committee shall submit reports at all regular Faculty meetings.

II.F.1.b)(6) The Faculty Executive Committee shall keep and distribute minutes of its meetings and Faculty meetings to all members of the voting Faculty.

II.F.1.b)(7) The Faculty Executive Committee shall determine the composition and charge of the Faculty Standing and Ad Hoc Committees except for the Committee on Appointment, Promotion and Tenure. Such Committees are fully accountable to the Faculty Executive Committee as specified in their charges.

II.F.1.b)(8) The Faculty Executive Committee shall make all documents and other materials in its files freely available for inspection upon request by any member of the voting Faculty, except personal information about another individual. It will be incumbent upon the Committee to bring to the attention of the voting Faculty any documents which the Committee considers of general and major importance to the Library Faculty as a whole.

II.F.1.b)(9) The Faculty Executive Committee shall actively seek information from the Associate Vice President for University Libraries on matters of interest to the Faculty. The Faculty Executive Committee shall also actively seek advice from the University Libraries Faculty to be transmitted to the Associate Vice President for University Libraries.

II.F.1.b)(10) The Faculty Executive Committee shall request a "State of the Libraries" report from the Associate Vice President for University Libraries to be delivered at the regular May meeting of the Library Faculty.

II.F.1.b)(11) The Faculty Executive Committee shall conduct a biennial survey of the Libraries Faculty on the state of the University Libraries. The result of the survey shall be transmitted to the Provost, Associate Vice President for University Libraries, and the Libraries Faculty.

II.F.1.b)(12) The Faculty Executive Committee may appoint a Parliamentarian to advise the presiding officer on points of procedure or error that may arise at meetings of the Faculty. The Parliamentarian may serve for an unlimited number of terms.

II.F.1.c) Officers

The Faculty Executive Committee shall elect its Chair and Secretary for renewable terms. No individual may serve as Chair for more than a total of two years in any four-year period. The Secretary may serve for no more than four consecutive years.

The Chair shall preside at all regular and special meetings of the Faculty and of the Faculty Executive Committee, shall draw up the agenda for Committee and Faculty meetings with the assistance of the Committee members, and shall represent the Committee and the Library Faculty as a whole in matters arising both internally and externally to the University Libraries as necessary.

The Secretary shall take minutes at all Faculty Executive Committee and Faculty meetings and shall keep and maintain Faculty Executive Committee files. The Secretary shall forward FEC files to the University Archives on a regular basis. In the temporary absence of the Chair, the Secretary shall act as Chair and designate another Committee member to act as Secretary. If both the Chair and the Secretary are absent, the Committee members present shall designate a Chair and Secretary pro tem.

II.F.1.d) Meetings

II.F.1.d)(1) Regular meetings of the Faculty Executive Committee shall be held twice monthly on Tuesdays of each calendar month, or the nearest day when a simple majority can be present.

II.F.1.d)(2) Additional meetings of the Faculty Executive Committee may be called at any time by the Chair of the Committee, at the request of at least two members of the Committee, or at the request of the Associate Vice President for University Libraries.

II.F.1.d)(3) FEC meetings will be open to all members of the University Libraries Faculty and to others by invitation of the Faculty Executive Committee unless FEC votes unanimously to go into executive session. Non-FEC members present at an FEC meeting may comment from the floor on items on the agenda.

II.F.1.d)(4) Items not on the written agenda may be brought up for discussion and/or vote during the meeting by any member of the Committee under the heading of "other business." Any member of the voting Faculty may propose items to be added to the agenda of an upcoming meeting. Such proposals shall be submitted in writing to any member of the Committee not later than one hour before the meeting.

II.F.1.d)(5) Only members of FEC can vote at FEC meetings.

II.F.2. APPOINTMENT, PROMOTION AND TENURE COMMITTEE (APT)

- a) Composition
- b) Duties
- c) Officers
- d) Meetings

II.F.2.a) Composition

This Committee shall consist of seven tenured voting members of the Faculty of the University Libraries. To assure continuity in the Committee's work, there will be rotation of membership, with three members elected in one year and four members elected the next year. No member of the APT Committee shall be permitted to participate in the consideration of any personnel action brought before the Committee that pertains to that member.

II.F.2.b) Duties

II.F.2.b)(1) The Appointment, Promotion and Tenure Committee operates in accordance with the procedures established in Section III of these *Bylaws* and the [*Policies, Procedures and Criteria for Faculty Personnel Actions \(PPC\)*](#) as stated in the Faculty/Staff Handbook (1988) and applies the evaluative criteria contained in this Faculty's *Criteria Document* (Revised 2006). In addition to these *Bylaws*, the [*Standing Rules of the University Libraries Appointment, Promotion and Tenure Committee*](#) delineate the Committee's procedures on University personnel actions.

The APT Committee shall consider and make recommendations to the Associate Vice President for University Libraries on:

II.F.2.b)(1)(a) All term appointments to the University Libraries Faculty (excluding Research Foundation appointments).

II.F.2.b)(1)(b) All full-time term reappointments to the University Faculty, including non-supported reappointments subject to Sections III.E. and III.F, (excluding Research Foundation reappointments).

II.F.2.b)(1)(c) All promotions of University Libraries Faculty members (excluding Research Foundation promotions).

II.F.2.b)(1)(d) All cases involving the granting of continuing appointment to University Libraries Faculty members.

II.F.2.b)(2) The APT Committee shall submit in writing to the Associate Vice President for University Libraries a written recommendation concerning the disposition of each case which it considers.

II.F.2.b)(3) The APT Committee may at any time request from the Associate Vice President for University Libraries a status report on any case which it has considered.

II.F.2.b)(4) The APT Committee shall distribute minutes of its meetings only to its members. All files of the Committee shall be confidential.

II.F.2.b)(5) The APT Committee shall submit reports at all regular Faculty meetings. This report shall be a general summary of the Committee's activities, including the number and type of cases considered.

II.F.2.b)(6) The APT Committee shall create and update standing rules for the Committee's internal procedures.

II.F.2.c) Officers

The APT Committee shall select a Chair and a Secretary who shall serve for one-year renewable terms. No individual may serve as Chair for more than a total of two years in any given four year period. The Secretary may serve for the full four-year period.

It shall be the duty of the Chair of this Committee to establish the agenda for the meetings of the Committee. The Chair shall preside at meetings and shall be able to vote. The Chair shall also act as spokesperson for the Committee, shall prepare regular reports for the Faculty and shall present these reports to the University Libraries Faculty at the quarterly meetings.

It shall be the duty of the Secretary to keep complete minutes of the meetings of the APT Committee and circulate these promptly to all members of the Committee. In the temporary absence of the Chair, the Secretary shall act as Chair and designate another APT Committee member to act as Secretary.

If both the Chair and Secretary are absent, the APT Committee members present shall designate a Chair and Secretary pro tem.

II.F.2.d) Meetings

Meetings shall be called by the Chair whenever deemed necessary to conduct business which falls under the jurisdiction of this Committee. Meetings of the APT Committee shall be closed meetings. Attendance at these meetings for everyone except Committee members shall be by invitation only.

A quorum shall be necessary to conduct business at a meeting. A quorum shall consist of four persons (simple majority of the members of the Committee) for consideration of all personnel actions not requiring review by the Presidential Review Board. Five is the quorum for personnel actions requiring review by the Presidential Review Board.

II.F.3. ELECTIONS COMMITTEE

- a) Composition
- b) Duties
- c) Officers
- d) Meetings

II.F.3.a) Composition

This Committee shall consist of three voting members of the University Libraries Faculty appointed by the Faculty Executive Committee. To assure continuity in the Committee's work, there will be a rotation of membership, with two members appointed in one year and one member appointed the next year.

II.F.3.b) Duties

II.F.3.b)(1) The Elections Committee shall supervise and administer all elections of the University Libraries Faculty in accordance with the provisions of these *Bylaws*.

II.F.3.b)(2) The Elections Committee shall maintain a current list of voting members of the University Libraries Faculty.

II.F.3.b)(3) The Elections Committee shall transmit election results to all voting members of the Faculty as soon as practicable after elections.

II.F.3.b)(4) The Elections Committee shall establish detailed election procedures and policies not described in these *Bylaws* as needed and shall record them in its *Standing Rules*.

II.F.3.b)(5) The Elections Committee shall submit reports at all regular Faculty meetings.

II.F.3.c) Officers

The Elections Committee shall elect its Chair and Secretary for one-year renewable terms.

II.F.3.d) Meetings

Meetings shall be called by the Chair whenever deemed necessary to conduct business which falls under the jurisdiction of this Committee.

Section III. PERSONNEL PROCEDURES

III.A. GOVERNING AUTHORITIES AND GUIDING PRINCIPLES

III.A.1. GOVERNING AUTHORITIES

III.A.1.a) The University at Buffalo's [*Policies, Procedures, and Criteria for Faculty Personnel Actions*](#) [hereafter known as *PPC*] as approved by the President in June 1988, sets out University-wide policies and procedures governing the appointment, promotion and granting of continuing appointment to Faculty. The *PPC* is found in Chapter III.A of the [*Faculty/Staff Handbook*](#). It is incumbent on each member of this Faculty to be familiar with the *PPC*, and with the sections of both the [*Policies of the Board of Trustees of the State University of New York*](#) and the [*Agreement between the State of New York and United University Professions*](#) dealing with appointment, promotion and continuing appointment.

III.A.1.b) The *PPC* recognizes the right of Faculties to establish internal procedures to carry out Faculty level review of personnel actions and sets out parameters for those procedures. This Section of the *Bylaws*, establishing this Faculty's internal procedures, must be read in concert with and as supplementary to the provisions of the *PPC*. In the *PPC*'s terminology each of the Libraries' Units is a Department, each of the Unit Directors is a Department Chair, and the Associate Vice President for University Libraries is the Faculty's Dean. In addition to these *Bylaws*, two internal University Libraries documents are relevant to personnel actions. The [*Criteria for Library Faculty Personnel Actions*](#) (*Bylaws*, Appendix 1) and the [*Standing Rules of the University Libraries Appointment, Promotion and Tenure Committee*](#) delineate additional standards and procedures for University personnel actions.

III.A.1.c) The provisions of this Section do not apply to Research Foundation appointments, reappointments or promotions. Such personnel actions are solely the province of administrative procedure.

III.A.2. GUIDING PRINCIPLES

III.A.2.a) Peer Review

Peer review is fundamental to the academic culture and is strongly embraced by the Faculty of the University Libraries.

III.A.2.b) Rank-on-Rank Voting

Within the context of personnel review, peers are defined as those Faculty holding the same or higher rank than that under consideration in a proposed personnel action. For specific procedures relating to rank-on-rank voting see *Bylaws*, Section III.E.1.

III.A.2.c) One Vote per Faculty Member

A personnel action proceeds through multiple steps of review. A Faculty member votes only once, at the highest level of their involvement, as described throughout *Bylaws*, Section III.

III.A.2.d) One Vote per Personnel Consideration

Personnel considerations often involve both reappointment and promotion in rank. When applicable, a unified vote is taken on both actions, rather than a separate vote on each consideration.

III.B. CRITERIA FOR PERSONNEL ACTIONS

III.B.1. GENERAL FRAMEWORK

The basic criteria for personnel actions are established by the State University of New York Board of Trustees (cf. [Policies](#), Article XII, Titles A and B). The *PPC* discusses the application of these basic criteria within the context of the University at Buffalo's commitment to "achieve status as one of the top-ranked public research universities in the nation, and to maintain that position" ([PPC](#), Introduction). The *PPC* also notes that by the Presidential directive of November 9, 1983, a Faculty may develop standards individual to itself but which are based on information gathered periodically "from the most distinguished public universities in the country concerning academic standards in use in the several disciplines." Attached to these *Bylaws* is this Faculty's statement of its specific standards delineated in its [Criteria for Library Faculty Personnel Actions](#) (*Bylaws*, Appendix 1).

III.B.2. CRITERIA DOCUMENT

III.B.2.a) The *Criteria* document will be revised periodically as necessary, but no less frequently than quinquennially with the year 1990 being the beginning year of the first cycle of revision. The method and timing of the review will be determined by the Faculty Executive Committee.

III.B.2.b) The *Criteria* document shall form the basis of review at all levels within the University Libraries Faculty structure (*Bylaws*, Appendix 1).

III.B.3. CRITERIA BY ACADEMIC RANK

III.B.3.a) The *PPC* sets out the level of achievement appropriate at each academic rank (cf. [PPC](#), I.A). This Faculty's *Criteria* document should be read in conjunction with the *PPC*'s discussion of rank.

III.B.3.b) This Faculty believes that *PPC*'s description of the achievement appropriate to the rank of Associate Librarian parallels the level of achievement necessary for the attainment of continuing appointment. It is the position of this Faculty, therefore, that continuing appointment be granted at the minimum rank of Associate Librarian. Initial appointments at the rank of Associate Librarian or Librarian are generally made without continuing appointment.

III.C. OVERVIEW OF THE REVIEW PROCESS

The *PPC* states that "The academic excellence of a University is established and maintained at the departmental level" (*PPC*, II.A). It specifies that "A major responsibility for establishing and maintaining a high degree of excellence rests on the department chairs who must recruit individuals of great promise, ensure that Faculty will be regularly evaluated, and oversee efforts to assist current Faculty members in improving their performance. They must also take responsibility for difficult decisions which may lead to non-renewal of Faculty members..." (op. cit.). The *PPC* also states that "Faculty members share the responsibility for and take an active role in recruiting and evaluating members of their Department or School/Faculty by their advisory votes..." (op. cit.).

The sequence of the review process is illustrated in the chart "Steps in the Review of University Libraries Faculty Personnel Actions" located in *Bylaws*, Appendix 2.

The Unit Director initiates all personnel actions for appointment, reappointment or non-support of reappointment, and the granting of continuing appointments, subject to the non-renewal notice and continuing appointment provisions of the *Policies of the Board of Trustees of the State University of New York*, and in these *Bylaws*, Section III. Faculty at or seeking the rank of Associate Librarian or Librarian may request consideration for "early" continuing appointment.

Promotions in rank are not subject to any time provisions, but are achievement driven. The responsibility for initiating such personnel actions is shared by both the Unit Director and the candidate. An advisory unit vote is taken on all promotional personnel actions, with all voting Faculty members in the Unit holding the same rank or higher rank as the personnel action under consideration, voting, with the following exceptions: the candidate, those who will vote at a later stage in the review process, and the Unit Director.

Subject to these *Bylaws*, Sections III.H and III.I, the Unit Director's recommendation on the personnel action, accompanied by the results of the Unit vote and the dossier, are forwarded through the Office of the Associate Vice President for University Libraries to APT. Acting for the Faculty as a whole, and basing its decision on the above described written documentation, a presentation made to it by the candidate's Unit Director and a presentation by an advocate if one is selected by the candidate, APT takes an advisory vote. The results of the APT vote are then transmitted in writing to the Associate Vice President for University Libraries.

The Associate Vice President for University Libraries acting under a grant of authority from the Provost makes the final determination on all non-PRB personnel actions.

Certain personnel actions require additional review by the President's Review Board (PRB), the Provost and the President. Those cases requiring such review consist of:

- granting continuing appointment
- appointment at the rank of Librarian
- promotion to the rank of Librarian

In these three cases, a library-wide rank-on-rank vote occurs. For personnel actions involving appointment or promotion at the rank of Librarian, the vote is transmitted to the Office of the Associate Vice President for University Libraries. The AVPUL forwards the vote and the documentation to the Office of the Provost. The Office of the Provost transmits the documentation to PRB for its advisory vote. The Provost, after receiving PRB's vote, sends a recommendation to the President who makes the final determination. For personnel actions granting continuing appointment at the rank of Associate Librarian, the vote is transmitted to APT prior to its deliberations. APT reports its vote with a letter of explanation to the Associate Vice President for University Libraries. The Office of the AVPUL forwards to the Office of the Provost the written documentation on which APT voted, the vote of APT, and the Associate Vice President for University Libraries' recommendation. The Office of the Provost transmits the documentation to PRB for its advisory vote. The Provost, after receiving PRB's vote, sends a recommendation to the President who makes the final determination.

The [Criteria for Library Faculty Personnel Actions](#) (Bylaws, Appendix 1) is this Faculty's statement of what constitutes excellence in librarianship. The Unit level vote, APT's vote, and the recommendations of the Unit Director and the Associate Vice President for University Libraries are based on the *Criteria*. PRB's vote is also informed by the *Criteria*.

III.D. DOSSIER

The dossier consists of written materials intended to inform all levels of participation in the peer review process. It is the responsibility of the Unit Director to assemble the initial documentation. Additional materials are added to the dossier at each step of the process. Procedures for preparing and transmitting the dossier are found in the [Standing Rules of APT](#).

Dossier content is delineated specifically in the [Standing Rules V.B](#)

III.E. FACULTY REVIEW AND VOTE

III.E.1 Introduction

III.E.2 Eligibility to Vote

III.E.3 Appointment, Reappointment, Continuing Appointment and Promotion to all Ranks except Librarian

III.E.4 Appointment or Promotion to Librarian with or without Continuing Appointment

III.E.1. INTRODUCTION

The Faculty review process consists of several steps including dossier preparation, unit consultation and voting. A rank-on-rank advisory vote on personnel actions is taken at the unit level.

Two instances also require a Libraries-wide rank-on-rank advisory vote:

- continuing appointment and promotion to Associate or Librarian; and
- promotion to Librarian for Faculty already holding continuing appointment.

III.E.2. ELIGIBILITY TO VOTE

Faculty members eligible to vote on personnel actions, as defined in *Bylaws*, Section I.A. are:

- all full-time members of the academic staff having academic rank;
- full-time members of the academic staff having qualified academic rank serving on appointments of more than one year;
- part-time faculty with continuing appointment.

The following Faculty members cannot vote on personnel actions:

- part-time faculty on term appointments;
- temporary faculty (full- or part-time).

III.E.3. APPOINTMENT, REAPPOINTMENT, CONTINUING APPOINTMENT AND PROMOTION TO ALL RANKS EXCEPT LIBRARIAN

III.E.3.a) Unit Faculty Vote

III.E.3.a)(1) All Faculty in a unit, holding the same rank or higher rank as the personnel action under consideration, are eligible to vote, excluding the candidate, those who will vote at a later stage in the review process, and the Unit Director. All Faculty in a unit, holding a lower rank than the personnel action under consideration, may participate in the unit meeting to discuss the proposed personnel action, but may not vote.

III.E.3.a)(2) Prior to a unit vote on a personnel action, a meeting of the unit's Faculty and Unit Director, excepting the candidate, shall be called and chaired by the Unit Director, to discuss a proposed personnel action. Any non-faculty line supervisor(s) of the candidate shall be invited to participate in the meeting to help inform the discussion. The discussion shall be considered confidential and no written minutes or summary shall be produced. The Unit Director will make all reasonable efforts to schedule the meeting to secure the presence of as many unit Faculty as possible. The Unit Director is obligated to consult with all Faculty in the unit; this is especially important when the unit has an insufficient number of Faculty to conduct a formal meeting.

III.E.3.a)(3) Prior to the unit meeting, supplemental material will be available for review in the office of the Unit Director and also available during the meeting. All unit Faculty, excepting the candidate, shall at minimum be provided with a copy of:

- the candidate's curriculum vitae;
- the candidate's Conditions of Employment Letter, excepting that in the case of an appointment, the position description used in recruitment shall be provided;
- a statement of the candidate's research interests and a service statement, except in the case of an appointment.
- All letters of reference to be included in the dossier as it leaves the unit, except any mandatory line supervisor letter(s) and the Unit Director's letter. Mandatory line supervisor letters(s) and the Unit Director's letter are prepared after the unit meeting has been held.

III.E.3.b) Unit Vote Process

III.E.3.b)(1) A single vote is taken regardless of the number of personnel actions under consideration e.g., promotion in addition to continuing appointment.

III.E.3.b)(2) Voting shall be by unit Faculty members holding the same or higher rank as the personnel action under consideration, excluding those who recuse themselves because they will vote at a later stage in the review process.

III.E.3.b)(3) An anonymous and confidential vote of Faculty eligible to vote will take place after the unit meeting.

III.E.3.b)(4) Voting shall be by written ballot. The ballot shall provide for the following choices: a positive vote, a negative vote, an abstention and a recusal.

III.E.3.b)(5) Those Faculty eligible to vote will receive a ballot from the Unit Director. Eligible ballots are those received by the Unit Director prior to the designated deadline.

III.E.3.b)(6) The vote of a unit shall be taken in a timely fashion to afford the Unit Director the benefit of the vote in formulating the Unit Director's letter.

III.E.3.b)(7) The Unit Director shall immediately transmit the quantitative vote to the candidate. The vote is also transmitted in the dossier to the Associate Vice President for University Libraries as part of the Unit Director's letter.

III.E.3.c) Libraries-Wide Vote for Continuing Appointment and/or Promotion to Associate Librarian

Following the unit vote, the Office of the Associate Vice President of the University Libraries will conduct a Libraries-wide rank-on-rank vote for personnel actions involving continuing appointment and/or promotion to Associate Librarian (see "Summary of Review Process of University Libraries Faculty Personnel Actions" *Bylaws*, Appendix 2). The voting process generally will parallel the steps outlined in *Bylaws*, Section III.E.3.b.

III.E.3.c)(1) A Faculty member may vote only once on a single candidate's personnel action. The following Faculty must recuse themselves from the Libraries-wide vote:

- members of APT;
- all Faculty in the candidate's unit;
- a Librarian serving on PRB will decide whether to recuse her/himself from voting based upon PRB practice.

III.E.4. APPOINTMENT OR PROMOTION TO LIBRARIAN WITH OR WITHOUT CONTINUING APPOINTMENT

III.E.4.a) Unit Consideration

III.E.4.a)(1) There is no unit vote for promotion or appointment to the rank of Librarian. University Libraries-wide Faculty level vote is described in these *Bylaws*, Section III.E.4.b.

III.E.4.a)(2) The Unit Director and the AVPUL shall solicit advice from the Faculty of the unit, excluding the candidate, on whether to proceed with compiling a dossier for appointment or promotion to Librarian. The Unit Director and/or the AVPUL shall call a meeting for this purpose. Both the Unit Director and the AVPUL shall attend the meeting, unless the candidate being considered is the Unit Director.

III.E.4.a)(3) Prior to the above unit meeting, supplemental material will be available for review in the office of the Unit Director and also available during the meeting. All unit Faculty excepting the candidate shall at minimum be provided with a copy of:

- the candidate's curriculum vitae;
- the candidate's Conditions of Employment Letter, excepting that in the case of an appointment, the position description used in recruitment shall be provided;
- a statement of the candidate's research interests and a service statement, except in the case of an appointment.

III.E.4.a)(4) After the unit meeting, if the Unit Director and/or AVPUL decide to proceed, the dossier is prepared.

III.E.4.b) Full Librarian Review Panel

III.E.4.b)(1) All Faculty members holding the rank of Librarian shall vote on a proposed appointment, promotion, or continuing appointment to the rank of Librarian.

III.E.4.b)(2) In order to consider an action involving the appointment, promotion, or continuing appointment at the rank of Librarian, the Office of the Associate Vice President for University Libraries shall schedule a meeting of all Faculty members holding the rank of Librarian.

III.E.4.b)(3) Librarians attending shall designate a Chair pro tem for the meeting. Each Librarian shall be provided with a copy of the candidate's dossier, no later than seven days prior to the scheduled date of the meeting. Prior to the meeting, supplemental materials will be available for review, and also will be available during the meeting.

III.E.4.b)(4) After a discussion of the candidacy, voting shall be by anonymous and confidential written ballot. The ballot shall provide for a positive vote, a negative vote, an abstention, and a recusal. A Librarian serving on PRB will decide whether to recuse her/himself from voting based upon PRB practice.

III.E.4.b)(5) The Chair pro tem shall report to the Associate Vice President for University Libraries in writing the quantitative vote and a summary of the discussion.

III.E.4.c) Appointment, Promotion, and Tenure Committee Review of Librarian Personnel Actions

Due to the small number of individuals holding the rank of Librarian in the University Libraries and the memo issued by the Provost on December 12, 2008 requiring rank-on-rank voting at all levels of personnel consideration, there will be no formal consideration or vote by APT for a candidate being proposed for appointment, promotion, or continuing appointment at the rank of Librarian.

III.F. APPOINTMENT, PROMOTION, & TENURE COMMITTEE REVIEW OF ALL RANKS EXCEPT LIBRARIAN

III.F.1 PROCEDURE PRIOR TO APT MEETING

Each member of APT shall be provided with a copy of the candidate's dossier, absent supplemental material, no later than seven days prior to the scheduled date of APT's consideration of the personnel action, or by a later date agreed to by the Chair of APT. Prior to the meeting, supplemental materials will be available for review in the Office of the Associate Vice President, and also will be available during the meeting. However, no member of APT who stands in a familial relationship to the candidate may participate in any stage of APT's review of the personnel action.

III.F.2. APT MEETING AND REVIEW OF DOSSIER

APT shall meet and review the candidate's full dossier. The dossier shall be presented by the candidate's Unit Director, or the unit director's designee, or by the Associate Vice President for University Libraries or the Associate Vice President's designee. If an advocate has been appointed, the advocate may also make a presentation to APT. APT shall meet separately with each presenter. In no case shall APT meet with the candidate.

III.F.3 APT VOTE ON DOSSIER

After the dossier presentation(s), and with only members of APT present, APT shall vote.

III.F.3.a) A single vote is taken regardless of the number of personnel actions under consideration (e.g., promotion in addition to continuing appointment).

III.F.3.b) Because a Faculty member may vote only once on a single candidate's personnel action, members of APT must recuse themselves from the unit vote.

III.F.3.c) Participation in the preparation of a dossier, including providing a letter of evaluation, does not constitute a conflict of interest which would prevent an APT member from voting on an action.

III F.3.d) If APT believes the dossier does not present sufficient information on which to make an informed vote, APT may postpone its vote and return the dossier to the office of the Associate Vice President for University Libraries for clarification or additional material.

III.F.3.e) APT shall immediately transmit in writing the quantitative vote to the Associate Vice President for University Libraries. The office of the Associate Vice President for University Libraries shall inform the Unit Director of the results of the vote, who in turn will notify the candidate.

III.G. NOTICE OF NON-SUPPORT FOR A CANDIDACY

III.G.1. PERSONNEL ACTIONS NOT REQUIRING PRB REVIEW

III.G.1.a) At the time of a negative unit vote or the non-support of reappointment as indicated by the supervisor letter or the Unit Director letter, the Unit Director must notify the candidate in writing at the time the negative recommendation is made and advise the candidate of her/his right to appoint an advocate.

III.G.1.b) When APT makes a negative recommendation on a proposed personnel action, the Office of the Associate Vice President for University Libraries must notify the candidate in writing at the time the negative recommendation is made and advise the candidate of her/his right to appoint an advocate.

III.G.1.c) Should the Associate Vice President for University Libraries make a negative decision the candidate no longer may appoint an advocate. The [PPC](#), II.B.2.c describes the possibility for Provostial review.

III.G.2. PERSONNEL ACTIONS REQUIRING PRB REVIEW

(cf. [PPC](#), II.C.4.B)

III.G.2.a) At the time of a negative unit vote or non-support of reappointment, as indicated by the supervisor letter, or the Unit Director letter, the Unit Director must notify the candidate in writing at the time the negative recommendation is made and advise the candidate of her/his right to appoint an advocate.

III.G.2.b) When APT makes a negative recommendation on a proposed personnel action, the Office of the Associate Vice President for University Libraries must notify the candidate in writing at the time the negative recommendation is made and advise the candidate of her/his right to appoint an advocate.

III.G.2.c) When the Associate Vice President for University Libraries recommends against a personnel action, the Office must notify the candidate in writing at the time the negative recommendation is made and advise the candidate of her/his right to appoint an advocate.

III.G.2.d) When PRB makes a negative recommendation on a proposed personnel action, the Office of the Provost must notify the candidate in writing within seven working days after receipt of PRB's report and advise the candidate of her/his right to appoint an advocate.

III.H. RIGHT OF ADVOCACY FOR NON-PRB AND PRB CASES

III.H.1 PERSONNEL ACTIONS NOT REQUIRING PRB REVIEW

Although the Procedures for the Right of Advocacy (*Faculty and Professional Staff Handbook*, Section II.C.4) does not address the right of advocacy for non-PRB personnel actions, this Faculty extends the right of advocacy to non-PRB personnel actions. The procedures below in *Bylaws*, Sections III.H.2 and III.H.3 are modeled after [PPC](#) II.C.4 and apply also to non-PRB personnel actions.

III.H.2 PERSONNEL ACTIONS REQUIRING PRB REVIEW

III.H.2.a) In personnel actions requiring PRB review, the right of advocacy may also be invoked at the start of the review process, or at any subsequent stage, if the candidate believes the case will be strengthened or more fully presented through the use of an advocate (cf. [PPC](#), II.C.4.a). The right of advocacy may be invoked if any administrative officer below the Provost, or PRB or APT makes a negative recommendation (cf. [PPC](#), II.C.4.b).

III.H.2.b) The candidate has seven working days to notify the Office of the Associate Vice President for University Libraries in writing whom the candidate has designated as advocate.

III.H.2.c) The role of the advocate is described in *Bylaws*, Section III.H.3.

III.H.2.d) If the candidate invokes the right to advocacy, the Unit Director prepares the dossier and follows personnel procedures established in *Bylaws*, Sections III.D and E.

III.H.2.e) If the candidate does not appoint an advocate, but decides not to withdraw, the review process continues.

III.H.2.f) If the candidate decides to withdraw, the review process ceases. *Bylaws*, Section III.I.

III.H.3 ROLE OF THE ADVOCATE

III.H.3.a) The advocate must be a member of the Libraries Faculty or the Libraries professional staff and have direct personal knowledge of the candidate's performance (cf. [PPC](#), II.C.4.a.2).

III.H.3.b) The advocate shall add to the dossier a written statement which addresses the quality and impact of the candidate's work, service and scholarly accomplishments. The advocate may, in the statement, suggest expert evaluators highly qualified to review the candidate's work. The advocate should not attack prior levels of review (cf. [PPC](#), II.C.4.a.3 and 4).

III. H.3.c) The advocate may also choose to make an oral statement to APT and/or to the Associate Vice President for University Libraries.

III.H.3.d) Review proceedings are not adversarial hearings or bargaining sessions. The advocate's task is not to attack the dossier or the judgment of prior levels of review, but to present the case for the candidate and to explain the candidate's work, contribution, and promise, and to point out to the review bodies and/or administrative officers the material or information in the dossier that would be especially helpful in evaluating the candidate's achievements and promise (cf. [PPC](#), II.C.4.a.3).

III.H.3.e) Advocates must adhere to the rules on confidentiality. Since advocates may have access to confidential material not available to the candidate, they must avoid disclosure of confidential material to the candidate (cf. [PPC](#), II.C.4.a.5).

III.I. RIGHT OF WITHDRAWAL FOR BOTH PRB AND NON-PRB CASES

A candidate who wishes to withdraw from the peer review process must send a written request for withdrawal to the Associate Vice President for University Libraries (copied to the Unit Director) or to the administrative officer before whom the case is pending if the case has been transmitted beyond the Libraries (cf. [PPC](#), II.C.5) .

III.J. APPEALS AND RECONSIDERATION

III.J.1 PERSONNEL ACTIONS NOT REQUIRING PRB REVIEW

- For notice of non-renewal, see [PPC](#), II.B.2.c.

III.J.2 PERSONNEL ACTIONS REQUIRING PRB REVIEW

- For appeals, see [PPC](#), II.C.7.
- For reconsideration, see [PPC](#), II.C.8.

Section IV. LIBRARY REPRESENTATIVES

IV.A. FACULTY SENATORS

Elections of Faculty Senators shall be conducted according to procedures described in the *Bylaws of the Faculty Senate*. The number of Senators representing the University Libraries Faculty shall be determined by the Faculty Senate.

IV.A.1. ELECTION

The Standing Committee on Elections shall conduct the elections of the University Libraries Faculty's representatives to the Faculty Senate. These elections shall be conducted according to Article V of The Charter of the Faculty Senate, State University of New York at Buffalo (see *Faculty and Professional Staff Handbook*). The outgoing Faculty Senate Executive Committee (FSEC) representative shall convene the Senators prior to August 15 of each year to orient the new Senators. The Senators will elect the new FSEC representative from among themselves.

IV.A.2. DUTIES

IV.A.2.a) The Senators shall represent the University Libraries Faculty at the meetings of the Faculty Senate.

IV.A.2.b) The University Libraries Faculty representative to the Faculty Senate Executive Committee shall consult with the Library Faculty Executive Committee on matters of library concerns and nominations to University-wide committees.

IV.A.2.c) The University Libraries Faculty representative to the Faculty Senate Executive Committee shall present written reports to the library Faculty at the semi-annual meetings of the University Libraries Faculty.

IV.B. MEMBERS OF UNIVERSITY-WIDE COMMITTEES

The members of the University-wide Committees shall present reports on matters of interest to the Faculty at the semi-annual meetings of the University Libraries Faculty.

Section V. AMENDMENT OF BYLAWS

V.A. AMENDMENT

V.A.1. PROPOSALS

Amendments may be proposed by the Faculty Executive Committee or by petition containing the text of the proposed amendment and the signatures of at least ten percent (10%) of the voting members of the Faculty. Petitions shall be submitted to the Chair of the Faculty Executive Committee.

V.A.2. VOTING

The *Bylaws* shall be amended in one of two ways, the choice to be at the discretion of FEC:

V.A.2.a) At a meeting of the Faculty by a two-thirds majority of those Faculty members present and voting; or,

V.A.2.b) Through a mail ballot by a two-thirds majority of those Faculty members voting. Ballots are to be returned to the Chair of Faculty Executive Committee. FEC will count the ballots, either at one of its regular meetings or at a special meeting called for that purpose. To be counted, all ballots must be received within fourteen (14) calendar days of the distribution date shown on the ballot.

V.A.3 NOTICE

The Faculty Executive Committee shall submit proposals to amend the *Bylaws* to the voting members of the Faculty via campus mail or other appropriate means.

V.A.3.a) If the vote is to be held at a faculty meeting, proposals to amend shall be submitted to the voting members of the Faculty at least two weeks in advance of the meeting at which the proposal is to be considered.

V.A.3.b) If the vote is to be conducted by mail, proposals to amend and accompanying ballots may be submitted to the faculty at any time.

V.A.4. EFFECTIVE DATE OF AMENDMENT

An amendment shall become effective immediately upon its adoption. The date of adoption shall be considered the date on which the vote is counted.

V.B. PRESIDENTIAL APPROVAL

Provisions of these *Bylaws* concerning consultation of the Library Administration with the Faculty shall be subject to the approval of the President of the University.

Revised August 2004, August 2006, June 2009

- Appendix 1.** *Criteria for Library Personnel Actions*, Revised June 2009
- Appendix 2.** Summary of Review Process of University Libraries Faculty Personnel Actions, 2009

Appendix 1

UNIVERSITY AT BUFFALO LIBRARIES

Criteria for Library Faculty Personnel Actions

June 2009 Revision



University at Buffalo
The State University of New York

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Criteria for Library Faculty Personnel Actions

The Criteria document was last revised by the University Library Faculty in July 2005 and approved by Provost Tripathi in November 2005 and by President Simpson in June 2006. Editorial revisions were made to the document in June 2009. The Criteria will be subject to review and possible revision no later than January 2013.

PURPOSE OF THIS DOCUMENT

The Faculty of the University Libraries has long recognized the need for its own criteria document for personnel actions including appointment, promotion, and tenure. Its "Criteria for Library Faculty Personnel Actions as Approved by the President" had been in place since December 1982. This document is the third update to the original statement. The first substantive update was completed in November 1998. The second in October 2002 reviewed criteria from twelve leading public universities. The Appendix lists these schools. A third update was completed in July 2005.

This document is intended for the information of the Faculty of the University Libraries and all faculty review bodies. It is framed within and subordinate to the general guidelines set forth in the *Policies of the Board of Trustees*ⁱ and the more specific guidelines set forth in the University at Buffalo's "Policies, Procedures, and Criteria for Faculty Personnel Actions" (approved by the President, June, 1988 and revised in 2001), hereinafter referred to as the PPC.ⁱⁱ

When appointed, new faculty members shall be advised of these criteria, and the *Standing Rules of the Appointment, Promotion, and Tenure Committee*.ⁱⁱⁱ New appointees are encouraged to review these documents with their supervisors and the Libraries Personnel Officer.

The PPC recognizes differences between teaching faculty and library faculty. Evaluations of library faculty should be based upon what librarians do. These activities may include, but are not limited to:

Developing, Acquiring, and Maintaining Collections and Resources

- Identify, review, and evaluate the quality of publications and resources in all formats for inclusion in the Libraries collections and resources.
- Provide access to collections and resources through the classification and cataloging of materials.
- Maintain quality control over records in the Libraries catalog.
- Preserve library materials in all formats that are determined useful for posterity.
- Review and evaluate the intellectual content of the Libraries collections and resources.

Reference and Instructional Services

- Assist and teach library users methods of information access.
- Develop effective and creative methods to teach students and faculty the technologies and strategies required to access information in all formats.
- Provide in-depth reference and referral services.
- Optimize communication with library users to facilitate information transfer.
- Help library users interpret data.
- Assist users to prioritize and assess information resources.
- Prepare instructional materials that facilitate use of information resources.
- Provide instructional programs and workshops.
- Help library users understand the economic and social issues that affect use of information. These include, but are not limited to, copyright restrictions, plagiarism, and the importance of well-documented footnotes and bibliographic citations.

Outreach

- Keep abreast of curriculum changes, research interests, and developments in the University and academe.
- Publicize and market the library and its services to the University and non-University communities.
- Develop solid working relationships with faculty, students, and appropriate segments of the non-university community.
- Share expertise with colleagues and administrators in other libraries.
- Identify, develop, secure, and administer grant and development funding.

Management and Professional Growth

- Develop creative approaches to combine high level management skills and a service orientation towards problem solving.
- Maintain hardware and software required for effective delivery of electronic media.
- Cooperate with other segments of the University to develop, plan, and implement innovative information services.
- Monitor and control financial resources.
- Manage time, costs, and resources required to perform work activities and special projects.
- Keep current with changing technical skills required to effectively acquire, catalog, retrieve, and preserve library collections and resources.
- Provide and pursue suitable training opportunities to fulfill service expectations and encourage innovation.

In terms parallel to those used for professorial faculty, the PPC establishes the following five criteria for assessing the performance of library faculty: competence in librarianship, contributions to the libraries and their services, scholarly accomplishment, effectiveness of University service, and potential for continuing professional growth. In this document, "continuing professional growth" is included under the heading "Professional Contributions."^{iv}

Steady progress in all five criteria cited below is expected as a librarian's career develops. This document recognizes the second criterion, "Contributions to the Libraries and Their Services," as the most significant factor. Although the criteria recognize that candidates will excel in different areas, candidates should attain evidence of achievement in all five sections. These criteria should be considered minimal standards for appointment and promotion in the University.

THE CRITERIA

- Section One. Competence in Librarianship
- Section Two. Contributions to the Libraries and Their Services
- Section Three. Professional Contributions
- Section Four. Scholarly Accomplishment
- Section Five. Effectiveness of University and Community Service

Section One. COMPETENCE IN LIBRARIANSHIP

The basic credential for appointment as a librarian usually is a Master's Degree in Library or Information Science from an American Library Association accredited program, and is the appropriate professional, terminal degree for most librarians. Certain specialized positions in the University Libraries appropriately may require professional or educational qualifications in lieu of the Master's Degree in Library or Information Science. Such positions may, for example, include work with archival materials or rare book and manuscript collections, may involve a concentration on material preservation techniques, or may involve technical skills necessary for working with electronic and other non-print media.

In addition to the basic library or information science degree, or the specialized qualifications described in the preceding paragraph, appropriate supplementary evidence of competence in librarianship might include additional earned degrees, certificates of advanced and/or specialized training, and language, subject, or technical expertise appropriate for a particular position description.

Section Two. CONTRIBUTIONS TO THE LIBRARIES AND THEIR SERVICES

Excellence in the performance of a librarian's primary job responsibilities is the most crucial factor and is given greater weight than any other criterion in reappointment, promotion, and tenure decisions. Surveys compiled by the Library Faculty in 1988 and 2001 of library criteria documents in peer public research institutions show the pre-eminent role of job performance for personnel actions. Moreover, "A Guideline for the Appointment, Promotion and Tenure of Academic Librarians" approved by the Association of College and Research Libraries in June 2005 states that the "basic criterion for promotion in academic rank is to perform professional level tasks that contribute to the educational and research mission of the institution."^v Concrete and specific evidence in support of excellence in a librarian's contributions to the Libraries and their services must appear in the candidate's dossier.

Contributions to the Libraries and their services are subject to rigorous critical analysis primarily by library colleagues and, where applicable, by University at Buffalo professorial faculty and students. The most visible examples of contributions to the Libraries are creating library collections and resources that are relevant to academic programs and providing effective instruction, reference, and information delivery services. The quality of bibliographic control over collections and resources, and imagination and skill with which complex problems are solved or approaches utilized are no less important than more visible accomplishments. When a librarian's work generates library guides, media productions, exhibits, electronic media, or other practice-related matter, such materials are evaluated by colleagues and, whenever possible, by appropriate evaluators from outside the University. These resources can involve research and creative efforts comparable to that required for articles in refereed journals.

Section Three. PROFESSIONAL CONTRIBUTIONS

Librarians must demonstrate promise of growth through professional contributions, continuing education, and a pattern of increased responsibility or expertise. A librarian's professional contributions may be demonstrated by activities such as, but not limited to:

- Visible and effective participation in local, state, and national professional and academic associations.
- Authorship of regular newsletter articles or columns.
- Publication of book or media reviews.
- Editing a newsletter.
- Creating, editing, or maintaining Web sites/Web publications
- Consultantships.
- Fellowships/internships/exchange programs.
- Lectures, presentations, or participation on panels at professional training programs and meetings.
- Participation in grant-related activities.
- Plan and organize lectures, workshops, and other programs for the University and non-University communities.
- Moderate electronic discussion groups.

Section Four. SCHOLARLY ACCOMPLISHMENT

In the academic setting, scholarly ability is evidenced by research that serves to increase the body of knowledge in a given discipline. Practicing librarians have opportunities to engage in pure and applied research in librarianship, and, dependent on their professional specializations, academic backgrounds and intellectual interests, in areas outside librarianship.

There are two critical elements in evaluating research and creative activity: publication and peer review. Publication results in accessibility of the work to an appropriate community. Peer review is characterized by the disinterested, critical review of the candidate's research or creative activity by respected members of that community. Refereed publication is the most valued model of publication and is characterized by pre-publication, blind peer review. Although they may not undergo rigorous review prior to publication, publications or other information products subjected to post-publication peer review may also be considered evidence of scholarly accomplishment.

Scholarly contributions may include, but are not limited to:

- Books.
- Chapters in books.
- Articles.
- Editing of journals.
- Conference papers presented and published.
- Audiovisual productions.
- Computer software, databases, and other electronic media.
- Significant Web based publications that can be peer reviewed. Research aids such as indexes, thesauri, catalogs, and union lists.
- Significant bibliographies
- Significant aggregations of shared bibliographic records
- Significant media reviews and book reviews.
- Scholarly exhibits (physical and/or virtual).

Administrative documents and work products in the form of reports, handbooks, manuals, Web productions, bibliographic records and similar items may be considered in this category if they present original intellectual content, incorporate research and are able to be reviewed by outside evaluators.

To be considered significant, bibliographies should be meaningfully organized and/or include features such as critical introductions and evaluative annotations, or they should contribute other special value to the information community. To be considered significant, a book or media review should be a review essay that not only critically evaluates the material but also places it in the context of the relevant literature. Shorter reviews that do not meet this standard are appropriately considered under Section Three (Professional Contributions).

Since quantitative limitations are imposed by the nature of a librarian's professional obligations, (i.e., a 12-month year consisting of structured work days spent largely on internal library responsibilities), evaluation should be primarily qualitative. In cases of joint authorship, care should be taken to recognize and evaluate the unique contributions of the candidate.

Section Five. EFFECTIVENESS OF UNIVERSITY AND COMMUNITY SERVICE

Service to the University and the community includes effective participation in faculty governance of the University Libraries and the University, committee work, and involvement with campus groups. It also includes work with students or with community groups beyond that expected in the second criterion, "Contributions to the Libraries and Their Services." Evidence of such service is documented primarily in the librarian's curriculum vitae and by letters from officers or members of appropriate groups.

APPENDIX

INSTITUTIONS SURVEYED BY THE AD HOC COMMITTEE TO GATHER PROMOTION AND TENURE CRITERIA DOCUMENTS

November 1988 and October 2001

- University of California Libraries
- University of Florida at Gainesville
- University of Illinois at Urbana-Champaign
- Indiana University Libraries
- University of Iowa
- University of Michigan
- University of Minnesota
- Ohio State University
- Pennsylvania State University
- University of Texas at Austin
- University of Washington
- University of Wisconsin

ⁱ *Policies of the Board of Trustees. State University of New York*, July 26, 2006.
http://www.suny.edu/Board_of_Trustees/PDF/Policies.pdf.

Consulted February 3, 2009.

ⁱⁱ State University of New York at Buffalo, *Faculty/Staff Handbook*, "III.A. "Policies, Procedures, and Criteria for Faculty Personnel Actions {including appointment, reappointment, promotion, and tenure}," <http://www.business.buffalo.edu/UbbContent/Hrs/facultyhandbook/index.htm>.

Consulted: February 3, 2009.

ⁱⁱⁱ State University of New York at Buffalo. University Libraries. *Committee on Appointment, Promotion and Tenure, Standing Rules*. Most current copy is at <http://libweb.lib.buffalo.edu/sw/services/hr/standingRules.pdf>.

Consulted: February 3, 2009.

^{iv} The order of these criteria differ from that in the PPC to reflect more accurately the weight attached to them in evaluating members of the University Libraries faculty.

^v "A Guideline for the Appointment, Promotion and Tenure of Academic Librarians," Association of College and Research Libraries, approved at ALA Annual Conference, June 2005.

<http://www.ala.org/ala/mgrps/divs/acrl/standards/promotiontenure.cfm>.

Consulted February 3, 2009.

Appendix 2

University Libraries Faculty Personnel Actions Summary of Review Process

NON-PRESIDENT'S REVIEW BOARD CASES	PRESIDENT'S REVIEW BOARD CASES
<ul style="list-style-type: none"> • appointments • reappointments • promotion to Associate Librarian without continuing appointment 	<ul style="list-style-type: none"> • continuing appointments • promotion to Librarian (with or without continuing appointment) • appointment at the rank of Librarian (with or without continuing appointment)
1. Preparation of documentation	1. Preparation of documentation
2. Unit meeting and vote: (rank on rank voting, excluding those voting at APT/PRB). Unit Director and supervisor must attend meeting.	2. Unit meeting and vote: Unit Director and supervisor must attend meeting (Unit Director cannot vote) <i>All Ranks except Librarian:</i> (rank on rank voting, excluding those voting at APT) <i>Librarian</i> (no vote at the rank of Librarian; meeting is solely advisory)
3. Supervisor letter, if applicable (including transmission of letter to candidate)	3. Supervisor letter, if applicable (including transmission of letter to candidate)
4. Unit Director letter (includes unit vote) (including transmission of letter to candidate)	4. Unit Director letter (includes unit vote) (including transmission of letter to candidate)
5. Libraries-wide Faculty vote: not applicable	5. <i>Associate Librarian</i> Libraries-wide Faculty vote: (rank on rank voting, excluding those voting at unit or APT) <i>Librarian</i> Full Librarian Review Panel vote
6. APT	6. APT (no consideration for rank of Librarian)
7. AVPUL	7. AVPUL (includes all votes taken) (including transmission of letter to candidate)
	8. PRB
	9. Provost/Vice Provost
	10. President

Rank-on-rank voting – see *Bylaws*, Section III.A.2

APT Appointment, Promotion & Tenure Committee
 AVPUL Associate Vice President for University Libraries
 PRB President's Review Board