

UNIVERSITY OF ILLINOIS

Draft Recommendations:

Library Framework for Academic Professional
Promotion

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The Task Force to Create Promotional Paths for Academic Professionals has drafted the following framework for review, promotion, and ranking for the Library's Academic Professionals to recognize cumulative milestones in their career accomplishments, and their notable contributions in service to the University of Illinois Library as well as to their respective professional areas.

I. Principles

The overarching theme is to provide a path for career advancement for Academic Professionals in all permanent positions in the Library. The principles that guide this framework include:

- By creating a well-defined promotional path for Academic Professionals, the Library organization will benefit by improved talent development, succession planning, and employee retention.
- Recognize the incremental development of academic professional skills and experience as part of a cohesive framework for professional advancement in the organization.
- Provide promotional opportunities that can be recognized by other campus units, other institutions.
- The Library is committed to the ongoing stewardship of the professional advancement processes for academic professionals.

This framework outlines the promotion process using the following guidelines related to participation, achievement, and rewards:

- Academic Professionals have the option to participate in the promotional paths identified by the Library.
- The promotional accomplishments identified in the framework are based on functional roles and individual professional achievements.
Promotional salary increases become part of the base salary, and are determined separately from salary increases related to annual performance review.

II. Eligibility

All permanent Academic Professionals (full-time and those with appointments of .5 FTE or greater) who are subject to the annual review and evaluation procedures of the Library (based on calendar year), are eligible for promotion. Candidates who have worked at the current rank for five years with a minimum of two consecutive full years of annual performance reviews with an overall rating of "solid performer" or "outstanding" are eligible for the next promotional

rank. Visiting and part-time (less than .5 FTE) Academic Professionals are not eligible for promotion.¹ However, their time in the Library will be counted toward professional experience if the visiting position becomes permanent or the percent of part-time employment is increased to .5 FTE or greater.

III. Mentoring and Guidance

The Library Committee for Academic Professionals (LCAP), working with the Library Business & Human Resources Service Center (BHRSC) should develop an Academic Professional mentoring program and provide guidance on performance reviews and promotion for Academic Professionals, especially at the point of hire, but also at any point in their career.

IV. Promotion Procedure Overview

Promotion can be initiated either by a direct supervisor's nomination of an individual, or through self-nomination by an Academic Professional. *Each Academic Professional is responsible for their own career growth and goals, working in conjunction with their direct supervisor.* The annual time frame in which candidates express interest, prepare supporting documents, and are evaluated for promotion starts immediately following the Academic Professional annual performance reviews in May, concludes in mid- to late-November with promotion recommendations made to the University Librarian. An overview of the promotion review process is provided in Appendix A: AP Promotion Process Overview flowchart.

A request for consideration for promotion may be made immediately following an annual performance review. The Academic Professional or the Supervisor initiates a conversation concerning interest and/or readiness for consideration for promotion (Academic Professional is eligible to request in the Summer following second "solid performer" or "outstanding" performance review--prior to August 15).

- A. Request by the Academic Professional: The Academic Professional sends a letter of intent to their direct Supervisor, briefly outlining the justification for the Library to consider a promotion. A copy of the letter of intent should also go to Library BHRSC and to the appropriate Associate University Librarian or the University Librarian and Dean (where applicable). (Academic Professional is eligible to request in the Summer following second "solid performer" or "outstanding" performance review--prior to August 15).

¹ There is no promotional clock for the Academic Professional Promotion Program, i.e., Academic Professionals can decide whether or not and when to request consideration for promotion. Also there is no penalty when the promotion case is declined.

- B. Nomination by Supervisor: With the consent of the Academic Professional, the Supervisor sends the nomination letter to the appropriate Unit Head, Associate University Librarian or (where applicable) the University Librarian and Dean. (Academic Professional is eligible to be nominated in the Summer following second “solid performer” or “outstanding” performance review--prior to August 15).
- C. The Academic Professional prepares a package of Supporting Documents, as outlined below, and shares these with the Supervisor, the BHRSC, the appropriate Associate University Librarian, or the University Librarian and Dean (where applicable). (Submission date: October 15)
- D. Promotion cases are reviewed by a committee (see section on Review and Evaluation below), with recommendations made to the University Librarian and Dean. (October 16 - December 15).
- E. Library planning for the Academic Professional promotion budget will become a part of the annual Library budget planning process. Planning takes place in parallel to the promotion review process.

V. **Promotional Ranks**

Upon their initial appointment in the Library, Academic Professionals are classified into one of **four** ranks that represent both the depth and breadth of their career-track achievements. Library units that have non-library-specific professionals (e.g., IT, Advancement, Business, or HR) have the option to articulate additional specific criteria required for promotion within each rank; for these academic professionals, deference should be made to already established campus-wide promotional criteria, either formal or *de facto*, as is appropriate. For a comparison chart, please see Appendix B: AP-Promotion Criteria-Comparison.²

- **Assistant:** Candidate is at the beginning of his/her career, developing identity and competence in his/her area of expertise; beginning professional activities and contributions to library/university community; demonstrates basic skills as a professional in area of expertise; under supervision, contributes in the context of a unit include work that is well-defined and limited in scope.
- **Associate:** Candidate is competent in his/her area of expertise; contributes to planning and managing within a unit; exerts some influence and impact within the unit and larger organization; works in context of area of expertise doing complex yet well-defined tasks; contributes to professional organizations and activities (editing, co-authoring, member of committees, etc.) and active on committees and service groups in the

² All professional expertise, service and research required for each rank are cumulative from the previous rank(s).

library/university and broader professional community; demonstrates broader skills, speaking and writing for varying audiences.

- **Senior Associate:** Candidate is experienced, and is recognized for his/her expertise and contributions to the library; demonstrates well-developed skills in all aspects of his/her field, in particular as they support the research library community; displays breadth and depth of skills and organizational knowledge, working with an array of audiences and applications; actively participates in unit or organization-wide efforts as part of primary position responsibilities, occasionally assuming leadership roles; contributes to professional, Library, and university service through committee and group participation; demonstrates involvement in projects, career enhancement, grants, research and publication, etc.; works with service groups having a wider scope within the library, university, and/or community; exerts significant influence and impact within unit, other particular areas of the library, and the profession.
- **Senior:** Candidate is an acknowledged leader in the organization or a recognized expert or leader in his or her chosen field and a 'master' at his/her expertise; demonstrates sustained professional accomplishment and outstanding performance as a Senior Associate at the University of Illinois Library or as a professional staff member elsewhere; leads unit or organization-wide efforts as part of primary position responsibilities; contributes to professional service such as chairing committees, initiating activities and leading working groups and task forces in the Library, on campus, and in the candidate's professional community; mentors colleagues; Initiates and is involved in projects, career enhancement, grants, research and publication, etc.

VI. Review & Evaluation

An Academic Professional Peer Review Promotion Advisory Committee, an elected committee of three Library Academic Professionals (preferably in Senior or Senior Associate ranks), and two AULs will review applications submitted by Academic Professionals annually, ranks them, and provides their recommendations to the University Librarian.

VII. Promotion Award

The promotion award for each rank is a salary increase to the base salary that is provided in addition to any annual merit increase that is awarded in a given year. *The amount of the increase will be determined by the University Librarian, in consultation with Associate University Librarians, Assistant Dean for BHRSC and Executive Committee or Budget Group.* A title change (if applicable) and rank will be applied according to the promotion program.

VIII. Promotion Review Criteria

The performance of the Academic Professional must demonstrate exceptional accomplishments in areas of expertise appropriate within his/her professional assignment. For example:

- Additional skills/expertise (including advanced degree) acquired after last promotion or hiring
- Recognition from a broader community inside or outside of the Library
- At least two years' history of "outstanding" or "solid performer" good annual reviews
- Contributions to the Unit and the Library

Evaluation criteria key specifically on the candidate's ability to demonstrate sustained accomplishments and career development in areas identified in the Library's Academic Professional Evaluation Form (revised 2015

<http://www.library.illinois.edu/administration/human/forms/index.html>):

- Job knowledge
- Organizational skills
- Productivity
- Service provision
- Communication skills
- Judgment/problem-solving
- Professionalism
- Interpersonal skills
- Reliability
- Adaptability
- Supervision (where applicable)
- Management and leadership (where applicable)
- Investigation time (where applicable)

IX. Promotion Candidate Supporting Documents

The Academic Professional candidate should prepare and submit the following documents for consideration for promotion.

- Updated *curriculum vitae*
- A personal statement that summarizes and provides salient examples of accomplishments and growth in the areas of job performance, service, leadership, etc. that are appropriate for the individual, according to Library Academic Professional

performance evaluation criteria. In the personal statement, the candidate makes the case for how his/her professional activities and accomplishments demonstrate readiness for promotion to the next level. Current and previous job description(s)

Supervisor/HR should prepare following the documents for promotion.

- Annual reviews (previous two to three years)
- Letter of evaluation written by the Academic Professional's direct supervisor: In this letter the supervisor provides an assessment of the candidate's readiness for promotion to the next level, using the promotion rank descriptions as a guideline for evaluating the candidate's accomplishments.

X. Startup Considerations

Pilot review:

The Task Force recommends that the Academic Professional review and evaluation process for promotion should be conducted initially as a two-year pilot program, with feedback collected and analyzed annually by the Assistant Dean for the BHRSC, working in conjunction with the University Librarian and LCAP, and adjustments made where necessary. Recommended implementation: Fall 2017, with review in Fall 2019.

Establishing initial ranks:

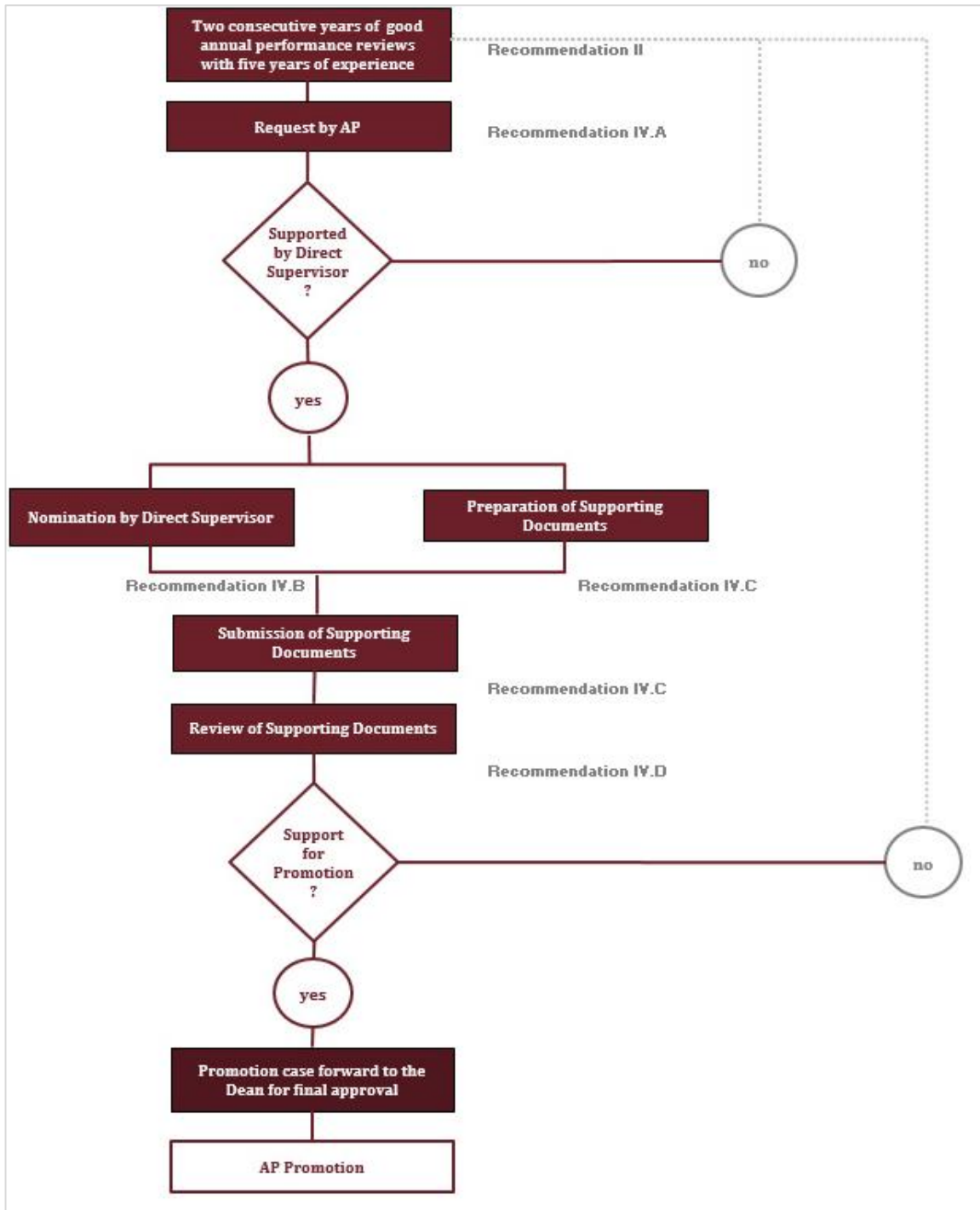
Academic Professional rank is established upon appointment in the Library. For those who hold appointments at the start of this program, each Academic Professional role and the individual needs to be evaluated and placed at the appropriate promotional rank in the system. The Library needs to identify a process to accomplish that, be it optional for each Academic Professional, or a comprehensive effort in the Library. The Task Force is interested in feedback and suggestions on the most effective way to accomplish initial rankings for existing employees in the promotion framework.

Administrative/budget allocations:

The University Librarian and Dean consults with the appropriate internal advisory group/committee to determine the annual Academic Professional promotion budget, and seeks advice to prioritize recommendations if there are not sufficient funds to support all promotion recommendations in a given year.

Appendix A: AP Promotion Process Overview

AP Promotion Process Overview



Appendix B: AP Promotion Criteria - Comparison

AP Promotion Criteria: Comparison

Assistant	Associate	Senior-Associate	Senior
Candidate is at the beginning of his/her career, developing identity and competence in his/her area of expertise.	Candidate is competent in his/her area of expertise.	Candidate is experienced, and is recognized for his/her expertise and contributions to the library.	Candidate is an acknowledged leader in the organization or a recognized expert or leader in his or her chosen field and a 'master' at his/her expertise.
Beginning professional activities and contributions to library/university community.	Contributes to professional organizations and activities (editing, co-authoring, member of committees, etc.) and active on committees and service groups in the library/university and broader professional community.	Demonstrates well-developed skills in all aspects of his/her field, in particular as they support the research library community.	Demonstrates sustained professional accomplishment and outstanding performance as a Senior Associate.
Demonstrates basic skills as a professional in area of expertise.	Demonstrates broader skills, speaking and writing for varying audiences; contributes to planning and managing within a unit.	Displays breadth and depth of skills and organizational knowledge, working with an array of audiences and applications; actively participates in unit or organization-wide efforts as part of primary position responsibilities, occasionally assuming leadership roles; contributes to professional, Library, and university service through committee and group	Leads unit or organization-wide efforts as part of primary position responsibilities; contributes to professional service such as chairing committees, initiating activities and leading working groups and task forces in the Library, on campus, and in the candidate's professional community.

		<p>participation; demonstrates involvement in projects, career enhancement, grants, research and publication, etc.; Works with service groups having a wider scope within the library, university, and/or community; exerts significant influence and impact within unit, other particular areas of the library, and the profession.</p>	
<p>Under supervision, contributes in the context of a unit include work that is well-defined and limited in scope.</p>	<p>Exerts some influence and impact within the unit and larger organization; works in context of area of expertise doing complex yet well-defined tasks.</p>	<p>Plans and manages within unit and among units; exerts significant influence and impact within unit, other particular areas of the library, and the profession.</p>	<p>Mentors colleagues; Initiates and is involved in projects, career enhancement, grants, research and publication, etc.</p>