

UNIVERSITY OF CINCINNATI
DOSSIER PREPARATION HANDBOOK
FOR LIBRARIANS

Rev. Summer 2012

This handbook was created by the 1986-1987 Reappointment, Promotion and Continuous Appointment Committee, which wanted to document the information relayed at RPCA workshops about dossier preparation and the review process. Members of this Committee were Elaine Hughes, Chair, Dorothy Byers, James Hart, Jean Johns, Virginia Parr, Jacqueline Riley, and Janet Smith.

At the May 1987 workshop, the first "draft" of this handbook was distributed. It was subsequently revised and edited by the 1987-1988 RPCA Committee to present a more consistent and unified document. Members of this Committee were Dorothy Byers, Chair, Susanne Gilliam, Mark Kovacic, Virginia Parr, Jacqueline Riley, Jane Thompson and Les Vuylsteke.

In winter, 2011, the HANDBOOK was revised by Susan Banoun, Kevin Grace, Barb Macke, Sharon Purtee, and Jan Smith to reflect the language of the 2010-13 Faculty Bargaining Unit Contract

In summer, 2012, the HANDBOOK was revised by Susan Banoun, Kevin Grace, Barb Macke, Sharon Purtee, and Sean Crowe to reflect changes in dossier submission procedures associated with implementation of the eRPT system.

This handbook should assist librarians in dossier preparation. It will also assist supervisors who are mentoring librarians undergoing review. Recommendations for changes or improvements should be submitted to the RPT Committee.

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STAGES IN THE REVIEW PROCESS

There are several principles that may affect the timing of the review process.

1. All librarians' appointments run from September 1 to August 31. Your official appointment begins September 1 of the calendar year (January 1 - December 31) in which you were hired.
2. The maximum probationary period is 7 years.
3. A candidate should be notified of the action taken on his file in advance of the end of this appointment. This principle is spelled out in the *Agreement* as follows:

Notice of the recommendation of the Provost is due to the candidate by March 1 of that year ... or at least 3 months in advance of the appointment's end date. (Article 7.5.11.1)

Notice of the recommendation of the Provost is due to the candidate by December 15 of the second year ... or at least 6 months in advance of the appointment's end date. (Article 7.5.11.2)

If the Candidate is in the second year of a three year appointment or the penultimate year when the Faculty Member has consecutive Faculty service of more than two years, the dossier is due no later than March 1 of the appointment's penultimate year; notice of the recommendation of the Provost is due to the candidate by August 31 of the penultimate year, or at least 12 months in advance of the appointment's end date. (Article 7.5.11.3)

4. Any candidate for reappointment who also wishes to submit a request for promotion will submit the dossier on the appropriate reappointment schedule (Article 7.5.13) (see below)
5. The current bargaining agreement now includes an Expedited Reappointment procedure for faculty with qualified titles (Adjunct, Clinical, Educator, Field Service, Practice, or Research). To be eligible for this process a non-tenure track faculty member must:

Have been in the AAUP/UC bargaining unit for seven consecutive years
Be in the penultimate year of his/her current appointment
Have had an annual performance review in each year of his/her appointment

Under article 7.5.15, the deadline for a faculty member to request an Expedited Reappointment review is October 1. Details about this process are available at the UC Chapter AAUP.

The following table summarizes information governing the years in which a librarian would submit a dossier for reappointment, promotion and tenure.

	<u>Beginning</u>	<u>Assistant</u>	<u>Associate</u>	<u>Associate Senior</u>	<u>Senior</u>
Initial Appointment	1,2,3	1,2,3	2 or 3	3 or 5	N/A or 3
Term of Reappointment	1 or 2	1,2,3	2 or 3	3	N/A
Allowable Time in Rank	4	7	N/A	N/A	N/A
Total Probationary Period	7	7	7	5 or 6	0 or 3
Tenure	no	no	yes	yes	at hiring or after 3 years

It is the librarian's responsibility to manage his/her calendar and to plan the best timing for reappointment and promotion requests.

The following table summarizes the dates on which the dossier is due. Preparing a dossier is a very complex and time-intensive process. It is also recommended to meet regularly with the librarian's supervisor during this time. Additionally, **complete the dossier early enough so that the librarian's supervisor can write a recommendation** and that the two can meet to discuss the recommendation before the dossier is submitted to the RPT Committee.

<u>Reappointment</u>				
	<u>Latest Date Dossier to RPT</u>	<u>Latest Date Dossier to ALA*</u>	<u>Dossier to Senior Vice- President and Provost</u>	<u>Candidate Notified</u>
1 st year	January 2	January 15	February 15	March 1
2 nd year	September 17	November 1	November 15	December 15
3 rd -6 th years	February 15	March 15	April 15	August 14
<u>Tenure</u>				
	October 15	December 1	March 1	Minimum of 12 months in advance of expiration of probationary period
<u>Promotion</u>				
	October 15	December 1	March 1	Normally, by May 31

*Appropriate Library Administrator: At Clermont, Blue Ash and UCL, it is the Dean; at Law, it is the Director of the Library.

“Bundled” dossiers (those requesting more than one action) may be submitted as noted:
 November: Promotion and tenure requests
 March: Reappointment, promotion and tenure requests

Check the Provost Calendar for exact RPT submission schedule:

<http://www.uc.edu/provost/about-us/profile/academic-personnel/faculty-policies.html#C>

PREPARATION OF THE DOSSIER

Your dossier is a reflection of you. As it progresses through the review process, it becomes the only representation of your work and activities.

The dossier should be neat, well organized, comprehensive, and lean. Prepare a dossier which facilitates, not impedes, the evaluation of your compliance to the *Criteria* for reappointment, promotion or tenure. Be explicit regarding your role, responsibility, or relationship to all supporting documentation.

eRPT SYSTEM:

In the spring of 2011 the Library Faculty resolved to adopt an electronic dossier submission system. The eRPT system, hosted by the Provost's office, allows candidates to upload dossier materials in digital form. The eRPT system comprises a file storage system for the digital dossier, storage for letters generated at each step in the review process, as well as a tracking and notification as the dossier moves through the RPT process.

Access the eRPT system: http://webcentral.uc.edu/eRPT/

The candidate should notify their college administrator when they plan to submit a request for reappointment, promotion and/or tenure in order to have their dossier activated in the eRPT system. Candidate access to the system is contingent on activation by the college administrator.

Candidates upload their dossier into file folders in the eRPT system, separated and organized by the major elements of the dossier: CV, review statement, letters, etc. At any time the dossier can be downloaded by the candidate as a .zip file for sharing and archival purposes.

When preparing and uploading documents for the e-dossier:

- Make efforts to include as much 'born digital' content as possible using 'print to PDF,' Word documents, etc. Scanning equipment and PDF editing/authoring tools are available for documents that are available only in print form.
- In the eRPT system, documents are currently organized within system folders by order of upload. Be as consistent and descriptive as possible with file naming conventions. In folders with multiple documents, add dates to file names where meaningful, e.g. "Annual Review, 2010-2011."
- The eRPT system is capable of storing and transmitting any file type. Be sure to consider technical capacity for end users when choosing less common file types in the dossier. Whenever possible, prefer portable and widely used file types, PDF, Microsoft Word, etc.

eRPT FOLDER STRUCTURE

Candidates save their documents in pre-defined folders in the eRPT system. The folders are arranged in the table below as they appear in the system.

RPT Criteria	Letter of Recommendation
Curriculum Vitae	Letters of Commendation
Review Statement	External Review Letters
Job Descriptions	Annual Evaluation
Job Performance	Initial letter of appointment
Job Development	Previous Reappointment Letters
Professional Development	Unit Head Recommendation
Teaching Contributions	College RPT Committee
Publications and Creative Works	Dean Recommendation
Professional Service	Provost Recommendation or Decision
Community & University Service	Faculty Reconsideration
Education	Other

- Review Statement: Include references to support documentation and make them clear.
- Job Descriptions: include your current job description as well as copies of previous job descriptions(s) to demonstrate job development.
- Job Performance: Include here documents that relate what you do to standards of performance and the levels of responsibility at which you perform. **Annual Performance Reviews (Annual Evaluations) have a separate, dedicated folder.**
- Current curriculum vitae (CV) [A CV provides a detailed synopsis of experiences with a focus on academic and scholarly accomplishments. It lists all professional activities, such as teaching and research experiences, publications, presentations, research grants, descriptions of courses taught, etc.]. Place document in the eRPT system folder of the same name.

The CV should provide the complete cumulative record of the candidate's qualifications

Be accurate; provide complete bibliographic citations and provide dates for memberships, events, etc.

Organize the CV according to the *Criteria*

- Documentation of areas of accomplishment
 - a. Professional development
 - b. Education
 - c. Publication and creative works
 - d. Teaching
 - e. Professional service
 - f. Community and university service

Material which documents more than one area should be placed in the primary location and referenced in the secondary location in order to contain the size of the dossier.

Additional documentation may be added after submittal of the dossier by the candidate, unit head, dean or library administrator until the Provost renders his recommendation. The candidate shall be provided with a copy of any information or documentation added to the dossier. The candidate shall have the opportunity to review and respond in writing to the material within fourteen (14) calendar days following receipt of the copy (Article 7.5.2 – 7.5.4).

See the FAQ for eRPT system on iLib: <http://bit.ly/LjXviv>

It is suggested that the candidate retain a copy of the full dossier that is submitted for his/her own reference. The eRPT system includes a utility to download the entire dossier as a zip folder.

EXCESSIVE DOCUMENTATION

Caveat: By no means does the RPT Committee advocate discarding your records of meeting attendance, committee responsibilities, etc. Rather, we are advising you to use the following guidelines to maintain a lean dossier that provides adequate but not excessive documentation. You are urged to keep your archival records in a safe place.

For reappointment dossiers: Documentation of job development should date from the period immediately after your last review to the present time. Copies of superseded job descriptions furnish an excellent proof of job development, coupled with an effective paragraph in your review statement. To indicate a pattern of professional development and professional service activities, inclusion of dates of membership in organizations and service on committees in your CV is completely adequate. You may choose to include a fuller description of committee responsibilities falling into the current period of review in your review statement, but minutes of committee meetings, registration slips, etc. are not necessary.

Adequate documentation by activity:

1. Committee appointments: Letter of appointment or letter of thanks
2. Committee report: Title page only if over 5 pages
3. Conference, workshop, etc. attendance: Not required for dossier, but retain for future needs
4. Authorship: In-house publications: Single sample of each genre and a list of others; if one lengthy document, then a sampling of pages from the document. Please indicate date of issuance on each document. Journal articles: complete copy. Books and Chapters in books: Copy of title page, table of contents, complete bibliographic description, and reviews (if available).
5. Student evaluation forms: A composite tally is sufficient.

For promotion and tenure dossier: Several portions of Promotion and Tenure dossiers refer to more than the period under review: job development, professional development, professional service, and scholarly accomplishments. Much of this information can be conveyed in the review statement, and need not be represented by photocopies.

In summary, **exclude** from your dossier (but **not** your files):

Old letters of recommendation from the RPT Committee

Old letters of recommendation from supervisors

Include in your dossier:

Summaries of annual meeting evaluations

EVALUATE CAREFULLY:

Old letters of recommendation and commendation that have been submitted in previous dossiers

Much excessive documentation can be eliminated by writing a thorough, complete, honest review statement. This statement is the most important document that you contribute to your dossier.

REVIEW STATEMENT

Your review statement represents you and your professional responsibilities and accomplishments. The review statement should begin with an introductory paragraph indicating the intent of the review. Organize the review statement so that it corresponds to the sections of the *Criteria*. The length of your review statement should fall within 2-4 pages in length for Beginning Librarian through Associate Librarian and within 5-7 pages in length for Associate Senior Librarian and Senior Librarian.

1. State clearly which aspects of your job relate to the levels of job responsibilities as outlined in the *Criteria*.
2. If appropriate, include in your dossier your original job description and an updated, current version. State specifically the job responsibilities you have assumed which contribute to job development. Remember that some of the RPT Committee members may not understand your job and that no one on the Committee is likely to know your job as well as you. Be clear and be certain to tie your statements to the *Criteria*.
3. Be explicit and clear in regard to the points you are making about job levels, job development, professional development, professional service, educational accomplishments, etc. Be mindful to relate these statements to the requirements in the *Criteria* at the rank and time period for which you are being reviewed.
4. Refer to the documentation in your dossier, citing the particular section in which it appears.
5. Be explicit about your contribution to a committee, paper, etc. if you are citing an accomplishment for which there was shared responsibility. For committee service, describe the committee's charge and your contribution to the committee's work. Indicate your contribution's impact on the libraries and/or the profession.
6. If you are applying for reappointment, promotion, and tenure with the same dossier, you should address this fact throughout the file.

CURRICULUM VITAE

1. Organize the CV so that it corresponds to the *Criteria*.
2. Organize the CV in reverse chronological order, e.g. most recent events first.
3. Include dates for everything listed: jobs, memberships, meetings and conferences attended, committee assignments, papers, publications, etc.

JOB PERFORMANCE and LEVELS OF RESPONSIBILITY

At each reappointment, and with each promotion, you must meet the criterion of satisfactory job performance. Satisfactory means an average or acceptable level of performance. Job performance is the execution of responsibilities listed in a job description approved by the administrator.

The responsibilities must be fulfilled at certain levels, which are defined by the degree of independent function and the degree of complexity or difficulty of the tasks performed. The levels are either inherent in the job description, or are developed by assuming higher level responsibilities. There are three levels:

Level One: Performs assigned tasks requiring professional discretion and independent judgment.

E.g.: "Creates or edits catalog records for local, state, national and international use for materials as assigned."

Level Two: Initiates and independently performs tasks that require managerial skills or an understanding of a discipline, language, or of a specialized category of library/information resources or library operations.

E.g.: "Creates catalog records for local, state, national and international use for materials that require an understanding of a discipline, a language or a particular bibliographic format."

Level Three: Plans, initiates, and has administrative responsibility for tasks that require managerial skills or uses expertise in a discipline, language, or in a specialized category of library/information resources or library operations.

E.g.: "Integrates and coordinates policies and procedures pertaining to the catalog database with state, regional, and national networking goals."

The *Criteria* defines three levels for these functions:

Acquisitions	Liaison and Outreach
Administrative/Managerial	Library Instruction (for patrons and staff)
Archival	Library Systems
Cataloging	Media
Circulation/Interlibrary Loan	Preservation/Conservation
Collection Development	Reference

You may have responsibilities in one or more functions, and at varying levels in each function. The predominant level of responsibilities is what counts.

Certain levels of responsibility are required for reappointment or promotion:

Beginning Librarians	have predominantly Level One
Assistant Librarians	must have predominantly Level Two or assume predominantly Level Two
Associate, Associate Senior and Senior Librarians	must have predominantly Level Two or Level Three

How are job performance and levels of responsibility addressed in your dossier?

1. **Job description**

Include a basic job description which shows the minimum responsibilities of anyone who accepts this position as an initial appointment. If you have a revised, approved job description, add it before the basic job description in the binder. The revised job description can show how you have increased the level of responsibilities which you perform. (See the section on job development.)

2. **Your review statement**

Use it to relate what you do to standards of performance and the levels of responsibility at which you perform. If appropriate, show specifically how you have assumed a higher level of responsibility. Use the language of the *Criteria*. Avoid "passive-voice-annual-report-speak" and explain exactly what you did. (See section on review statements.)

3. **The supervisor's letter of evaluation**

The letter **must** indicate whether job performance has been satisfactory, and should attest to your levels of responsibility, and to your job development. The supervisor may also comment on other aspects of your dossier. Of course you don't have control over how your supervisor writes this letter, but you can encourage him/her to relate comments to the *Criteria* by the way you craft your CV and review statement. Then, in your evaluation discussion, try to focus on the factors which are necessary to meet the *Criteria*. If your supervisor has never submitted a dossier or served on the RPT Committee, you might invite him/her to attend a workshop with you, so that you arrive at a common understanding of what is expected.

4. Verification of your claims: documents and letters of recommendation and commendation

The best documentation is succinct and focused on what you want to communicate. You should ask colleagues and others to address the points you want them to make in their letters of recommendation. (See the section on letters.)

JOB DEVELOPMENT

The *Criteria* define job development as growth beyond the minimum requirements of job performance and responsibility as given in the librarian's current job description.

Job development should be addressed in your review statement. Your explanation should be explicit and clear. A copy of your current as well as past job descriptions should be included. The statement should refer to these job descriptions and highlight any changes or additions. These changes or additions should reflect added responsibilities, major role played in a decision affecting the unit, etc.

The *Criteria* give six components to its definition of job development. Emphasize efforts which go beyond your job description.

1. Excellence of job performance as evidenced by evaluations from your supervisor, colleagues and your own evaluation of your performance.

Here is where you should mention any merit award involving excellence of job performance and include the documentation. Also mention any letters of recommendation or commendation received from your colleagues, co-workers and your supervisor commenting on your job performance. Include these letters in the documentation and quote them, if you wish.

2. Willingness and ability to take on new or more complex responsibilities

Be sure to mention voluntary assumption of responsibilities not in your job description such as supervision of a new staff member, implementing current technologies, or starting a new service in the department.

3. Active participation in departmental, library, or jurisdiction decision-making

This may involve service on a department or library committee. Credit may be given for participation in a department or other meetings where procedures, budget, planning or policy decisions are involved. Include reports to document results. Emphasize your role in enhancing your work.

4. Initiating new projects, procedures, or services which contribute to evolving mission, vision or goals.

Mention your participation in the development of a project or service. Explain your role.

5. Disseminating information about librarianship in written or oral form to other library personnel so that their ability to serve library users is enhanced.

This might include a presentation on some library issue to your department or to a library wide meeting, a report on a meeting you attended or a report on a visit to another library site.

6. Preparation of written materials or web page.

PROFESSIONAL DEVELOPMENT

Professional development is continuing education in an area of specialization or in other job-related areas. The *Criteria* gives examples: attendance at meetings, membership in professional organizations, workshops and course work. You must show professional development at each level for promotion.

The way to distinguish professional development from professional service is that in professional development you are the recipient, a more passive participant. It is continuing education. You are renewing your professional competence through attendance, membership, course work etc.

Your professional development should be focused. Show how your professional development pertains to your job. Consistency of development is also important. If you think that the RPT Committee will not understand the importance of a professional development activity, give an explanation of why attending such and such is related to your job and or goal. Remember to put date and year attended, joined, took part etc. in a workshop. Document any attendance; continuing education certificates, etc. may be included here.

PROFESSIONAL SERVICE

By the *Criteria* definition, professional service is "Assistance provided through offices held, committee work, or special projects to further the interests of the Library or library-related profession."

Regular involvement in professional service is required by the *Criteria*. Professional service may consist of committee memberships, workshop or organization contributions, consultantships, etc. Membership in professional organizations and/or attendance at professional meetings is not professional service.

Make a case for yourself. Remember that others will not know your contribution unless you specifically cite it. Some suggestions follow:

1. In your review statement and CV, organize professional service by categories. Was it service directed at a national, regional, or U.C. Libraries' audience? Alternately, you may organize it by the areas of expertise required: user or staff education, collection development, technical knowledge, etc.
2. Indicate the scope of the service.
 - a. How were the libraries or the profession served? What was the impact of this service? How many people benefited?
 - b. Exactly what did you contribute? Did you serve as chair? Did the committee submit a report? What did you contribute to that report? Was a workshop presented? Were you responsible for a portion of the workshop?
 - c. Include the dates of service.
 - d. Obtain letters from committee chairs. Ask each to address your contributions to the success of the committee's work.
 - e. Include documentation of your professional service in your dossier. This may consist of letters of committee assignments, workshop programs showing your involvement, reports indicating your contributions, etc.

f. Include professional service contributions from previous positions. Be certain, however, to clearly and explicitly indicate the importance of that previous professional service. Build a case that allows the committee to consider those accomplishments in viewing your regular involvement in professional service activities.

SCHOLARLY ACCOMPLISHMENTS

1. Attainment of scholarly accomplishments is not necessary for Beginning or Assistant Librarian reappointments, though it is a good idea to begin developing areas of strength right away.

Scholarly accomplishments are required as follows:

Promotion to Associate Librarian	Basic in 1
Promotion to Associate Sr. Librarian	Significant in 2 OR Outstanding in 1
Promotion to Senior Librarian	Outstanding in 2 OR Outstanding in 1 and Significant in 2

2. Selection of the area for fulfillment of scholarly accomplishments is done by individual choice. Pick your area(s) and level(s) of focus. If you do not meet the criteria for a particular area you may leave it out.

Education

Publishing and creative work

Teaching

Professional service

Community and university service (an option only at promotions to Associate Senior and Senior Librarian)

3. Definitions and examples of scholarly accomplishments are also given in the Glossary of Terms section of the *Criteria* document.
 - a. Education: work toward a degree or certificate, not individual courses, which are professional development. Weight is assigned by the RPT Committee and will depend on relevance of program, extent of progress toward degree, etc. In the past the attainment of an MS has been considered significant, and attainment of the PhD or Ed.D outstanding.
 - b. Publishing and creative work: includes internal documents (manuals, instructions, bibliographic guides, web pages; editorships of newsletters and reviews; books or articles in refereed journals). The weight assigned depends on relevance of work to the person's position, impact of the work, frequency of authorship, and so forth. Papers published in proceedings are published work. Grant writing falls in the publishing area. Research can fall in this category as creative work. Research can also fall in other sections, depending upon its nature.

- c. Teaching: teaching includes single presentations, catalog and other library resource instruction, staff training, exhibits, etc. Conference or workshop presentations count as teaching, as well as teaching credit courses. The weight assigned to teaching depends on the extent to which it is done (number of sessions taught per year, for-credit courses, etc.), the level and relevance of the material, the audience, and the teaching expectations of the job description.
- d. Professional service: includes committee service and officerships both within the library and in professional service organizations. Many librarians not only fulfill the professional service requirement, but are very productive and effective in that area. This category provides the opportunity to receive credit for strong contributions in professional service.
- e. Community and university service: examples are university-wide committees (search or grievance committees, for example), representative to faculty senate, volunteer service of library skills to community organizations, serving as resource for university or community, etc. UC AAUP committees and service on the bargaining council would fall under the category of university service, as does RPT service.

4. General hints

The assignment of the basic, significant and outstanding levels is a matter of interpretation by each RPT Committee. You should be proactive and make a case for what you believe to be the level of your accomplishment. Solid justification will result in a better interpretation of your accomplishments.

Your accomplishments and activities should be clearly listed in the appropriate section of the CV with dates. This will make your pattern of accomplishments clear. For reappointment, the accomplishments since the last review are important. For promotion, all accomplishments should be listed, but only those since the last promotion should be emphasized. For tenure, all accomplishments should be listed. Material documenting accomplishments from previous professional experience may be included.

Similar or even identical accomplishments can fit in different categories for different individuals based on their job descriptions. For example, participating in freshman orientation for a technical services librarian will fall into one category whereas it may well fall into another for an information services librarian.

LETTERS OF EVALUATION, RECOMMENDATION AND COMMENDATION

1. Letter of Evaluation

It is a requirement for the current supervisor to submit a letter of evaluation. The letter is addressed to the chairperson of RPT, discussed with the librarian, and then included in the dossier. Normally the supervisor's letter of evaluation covers job performance, as indicated in the job description, and any other areas of the *Criteria* for which the supervisor has relevant information. If the librarian has had more than one supervisor during the time period covered by the review, it is appropriate to ask the earlier supervisor to submit an additional letter of recommendation.

1A. External Review for Senior Librarian

Promotion to the rank of Senior Librarian requires that the dossier be submitted for review to a qualified peer outside of the University of Cincinnati. The reviewer is chosen by the candidate and asked to submit a letter that comments on the appropriateness of the promotion request. The candidate must include a statement of the reviewer's qualifications. To facilitate the assessment, the candidate shall supply the reviewer with a copy of the *Criteria*, the review statement, CV, and copies of any additional material that will assist the reviewer in making an assessment of the dossier. Particular attention should be given to the scholarly accomplishment and professional service areas. The reviewer's comments and a statement by the candidate as to the reviewer's qualifications shall be included in the dossier in the section for letters of evaluation. Letters from more than one external reviewer may be included, at the candidate's discretion.

2. Letters of Recommendation

A librarian must solicit letters of recommendation. These letters from colleagues, from a person who the librarian supervises, and from faculty or other library users normally address the librarian's job performance or a major area of the criteria. For example, if the librarian has performed professional service through extensive committee work, a letter from a colleague might well cover professional service as a whole. A librarian who is a supervisor should submit at least one letter of recommendation from a person supervised.

3. Letters of Commendation

Letters of commendation may be solicited or unsolicited. Normally these letters deal with one particular instance of job performance or service. For example, a colleague may submit a letter of commendation regarding the candidate's contribution on a specific committee. Such a letter likely will be written at the time of service; the librarian should save the letter for the review. A few letters of commendation may be "pro forma"; the librarian may choose not to submit them if they do not document anything meaningful. If a spontaneous letter of appreciation or thanks is received by the candidate that has been

written on personal stationery, the candidate may want to ask the sender to rewrite the letter on letterhead stationery, for inclusion in the dossier.

At the University of Cincinnati, librarians and faculty are accustomed to collecting letters for review; if someone compliments the candidate orally, the candidate should ask for something in writing for inclusion in the dossier. Emails are acceptable as forms of commendation.

4. Cross Referencing Letters of Commendation

Letters of commendation may be useful to document achievement in more than one specific area of the *Criteria*. For example, the librarian may consider using a letter under both job development and professional service; in that case, it is possible to photocopy the letter for placement in each of the sections. Alternatively, the librarian may refer to the letter in the statement for each area of the *Criteria*, but place the letter itself only in the Letters of Commendation section.