

# *Colorado State University Libraries Faculty Code*

Approved by Libraries Faculty

September 6, 2017

## **I. LIBRARIES CODE:**

The Libraries serves both as a department and a college. The Libraries *Code* reflects requirements of both the college and departmental codes as delineated in the *Colorado State University - Academic Faculty and Administrative Professional Manual* (hereafter referred to as *Manual*) sections C.2.4.1.1 and C.2.4.2.1.

### **I.A Administrative Officer**

The Libraries is organized under the Dean of Libraries (see the *Manual* C.2.3.7). This individual shall have the duties assigned to the deans of the colleges as specified in the *Manual* section C.2.6.1 and will act on behalf of the Libraries when a department head action is required. The academic faculty of the Libraries are organized under the Dean to accomplish specific teaching, research and service missions.

### **I.B Administrative Organization**

The Libraries is organized into divisions under the Dean of Libraries. Divisions are comprised of faculty, administrative professionals, classified staff, and student employees.

The academic faculty of the Libraries have organized themselves into the Libraries Faculty Council (LFC).

### **I.C Libraries Mission and Objectives**

The mission of the Colorado State University Libraries is to support the University's academic, research and service goals through dynamic leadership in providing comprehensive informational resources and services.

### **I.D Procedures for Review of Candidates for New or Vacated Administrative or Faculty Positions**

All appointments to new or vacated faculty positions are on the authority of the Board of Governors of the Colorado State University System, which is delegated to the President.

The Dean of Libraries shall be appointed by the President. The search and review of candidates for Dean of Libraries shall be conducted according to section E.4.4 of the *Manual*.

Assistant Dean positions shall be reviewed by the Dean of Libraries, with input from the Libraries Faculty Council. Appointment shall be made by the Dean in consultation with the Provost's office. Review of candidates for new or vacant Assistant Dean, positions shall be conducted according to procedures for faculty review (see the *Manual*), section E.4.4, selection of Administrators with Academic Appointments.

**I.E Procedures to resolve grievances that may arise between members of the faculty with regard to the evaluation of performance.**

See the *Manual*, Section K: Resolutions of Disputes.

**I.F Libraries Self-Evaluation**

The Libraries undertakes an ongoing self-evaluation in the form of annual goal statements, annual reports, and annual assessments of goal accomplishments. The Libraries will also conduct evaluations of on-going operations as specified in the *Manual* section C.2.4.1.1.d.

**I.G Academic Appeals**

Students enrolled in credit courses taught by Libraries faculty have the right to appeal academic decisions according to section I.7 of the *Manual* and section 1.7 in the University's *General Catalog*.

For purposes of Section I.7. Student Appeals of Grading Decisions, the Assistant Dean overseeing instructional programs shall serve in the role of department head.

The appeals committee shall be convened by the Dean of Libraries and shall consist of two Libraries faculty members, an outside faculty member, and the two student representatives to the Faculty Council Committee on Libraries.

**I.H Faculty Meetings**

There shall be a minimum of one LFC meeting each semester of the academic year called by the Chair of LFC, with written notice given in advance.

**I.I Code Ratification, Review and Revision**  
(See *Manual C.2.4.2.1*)

The Libraries *Code* shall be consistent with the provisions of the *Manual*, and the *Manual* shall take precedence in all instances. After the Libraries *Code* has been approved with written ballot by a two-thirds majority of the eligible faculty members of the Libraries (as defined in the *Manual* section C.2.4.2), a copy of it and any subsequent changes shall be provided to the Dean of Libraries and the Provost. Upon their acceptance (as specified in the *Manual* section C.2.4.3), the Libraries shall begin to operate in accordance with the procedures of its *Code*. The Libraries *Code* shall be made available on the Libraries intranet.

This *Code* will be reviewed annually by the LFC Committee on Responsibilities and Standing of the Library Faculty.

Suggested amendments, revisions, or other changes to the Libraries Faculty *Code* are handled through the LFC Committee on Responsibilities and Standing of Library Faculty. Procedures for Libraries *Code* changes can be found in the *LFC Bylaws* Article VIII. LFC-approved changes shall be provided to the Dean of Libraries and the Provost for their acceptance.

**I.J Procedures for Electing or Appointing Faculty to Library (college-wide) Committees**

See Article VII of the *LFC Bylaws*.

**I.K Procedures for Electing or Appointing Faculty to University Committees (Faculty Council standing committees and other University committees)**

When vacancies on University committees occur, they are filled by the Faculty Council Committee on Faculty Governance (see *Manual C.2.1.9.4*).

**I.L Procedures for Appointing Academic Faculty to Graduate Student Advisory Committees**

The Libraries has no degree-granting program; however, Libraries faculty may be asked by other academic departments to serve on graduate student advisory committees, subject to the code(s) of the academic department.

**II. Procedures for Review of Recommendations for Reappointment, Tenure, and Advancement in Rank**

Starting with the second annual review of a tenure-track faculty member's appointment, input to the Tenured Faculty Committee (TFC) from the entire body of Tenured Faculty, which includes Assistant Deans, is expected. To assist in giving input, Tenured Faculty will be provided access to key documents (SAR, CV, recent publications) in electronic

format for the faculty member under review. For the comprehensive review, tenure, and advancement in rank, the Tenured Faculty will examine the candidate's dossier, which includes the immediate supervisor's and the corresponding Assistant Dean's written evaluations.

The entire Tenured Faculty is expected to attend an annual confidential meeting convened by the TFC Chair (see II.A below), to discuss candidate strengths and areas for improvement. A quorum of the Tenured Faculty for annual reviews is four members of the TFC plus half of the rest of the Tenured Faculty. A quorum for Comprehensive Reviews / Promotion / Tenure Reviews is all five members of the TFC plus half of the rest of the Tenured Faculty. Those who cannot attend should notify the TFC Chair and give input on the candidate at that time.

Incorporating input from the meeting, the TFC will write a narrative evaluation and share it with the rest of the Tenured Faculty, to be certain that all relevant aspects are addressed. The final wording is at the discretion of the elected TFC members. The narrative evaluation will be forwarded by confidential mail to the faculty member under review, with copies to the dean, assistant dean, and coordinator (if applicable).

### **Annual Reviews/Reappointments**

The first annual review is completed by the tenure-track faculty member's Service Coordinator and Assistant Dean.

Starting with the second annual review, the entire body of the Tenured Faculty will meet to provide input regarding the faculty member for an evaluation to be written by TFC, indicating strengths and areas for improvement.

### **Comprehensive Reviews**

After the TFC compiles a review based on the initial meeting, the evaluation will be voted on via ballot, in a second meeting of the entire Tenured Faculty, including Assistant Deans. Ballots will have names on them and will be shredded shortly afterwards by the Chair of TFC. The vote would be taken to determine sufficient progress of the candidate towards tenure and/or promotion in each of the three areas: Librarianship, Research & Creativity, and Service. The results of the area votes will be shared with the candidate on the narrative evaluation. No abstaining votes may be cast by Tenured Faculty. TFC members may not vote by proxy.

### **Final Year**

A written vote of the Tenured Faculty, including Assistant Deans, will determine whether or not a candidate will be recommended for Promotion/Tenure. Ballots will have names on them and will be shredded shortly afterwards by the Chair of TFC. If there is a split vote, the Chair of TFC will contact minority voting members for the creation of the minority report and then the ballots will be shredded to insure confidentiality. The result

of the vote will appear as a section of the final narrative evaluation. No abstaining votes may be cast by Tenured Faculty. TFC members may not vote by proxy.

Evaluations are conducted in accordance with Sections C and E of the *Faculty/Admin Pro Manual* and the latest edition of “*Criteria and Standards: Reappointment, Promotion and Tenure*” (“*Criteria*”). The Tenured Faculty also recommends rank for incoming faculty. Before granting credit for prior service, the Dean should consult with the TFC. All eligible faculty may make recommendations and vote regarding the “*Criteria*” and Procedures.

## **II.A Election of TFC Members and Chair; Terms of Office**

The TFC consists of five members, each of whom serves for two years. This committee is charged with facilitating tenure and promotion activities for the year. In May or June new members are elected by the Libraries’ Tenured Faculty. The outgoing Chair conducts this election, convenes the first meeting of newly elected TFC by June 30 and at this meeting conducts an election to select a new Chair.

### **1. Eligibility**

- All Tenured Libraries Faculty at the rank of Associate Professor or Professor are automatically included as candidates on the ballot for election to the TFC. The Dean of Libraries does not vote or serve on TFC.
- Libraries Tenured Faculty may remove their names from the ballot only if they are aware of upcoming sabbatical, administrative, or sick leave which will necessitate an absence of one month or longer during the fall/spring semesters of the two-year term of election.
- Tenured Faculty on transitional retirement are eligible to serve on the TFC if they are available during the fall and spring semesters for the two-year term of election.
- Supervisors and/or subordinates of candidates under consideration for tenure/promotion are eligible to serve as fully participating members of the TFC.
- After serving on the TFC, an individual is not eligible for reelection to the TFC for two years.
- Assistant Deans holding an administrative appointment of more than half time are eligible to serve on TFC. If a faculty member holding an administrative appointment does serve on the TFC, it is expected that he or she will not participate in discussions of the case at higher administrative levels.

### **2. Election Procedures**

- A sufficient number of persons will be elected to bring the total TFC membership to five persons. Terms are staggered such that a maximum of three new members will be elected each year.
- The two or three persons with the most votes will be considered elected.
- In the event that too few tenured Libraries faculty at the rank of Associate Professor or Professor exist within the Libraries, to complete the membership

of the TFC, the Dean, in consultation with the tenured faculty, together shall complete the formation of TFC in an unbiased manner, such as by lot, from faculty (non-administrative) members in College departments with interests complementary to the Libraries. When selecting faculty from other colleges to complete the formation of the TFC, the TFC ballot shall be considered complete when the minimum of three tenured faculty at the rank of Associate and full Professors has been obtained.

TFC members are expected to attend all meetings. If any member of the TFC is unable, for emergency reasons or for extended leave, to attend meetings that affect committee business, the TFC can consider the following alternatives:

- a. They can renegotiate the time frame for submission of the TFC's recommendations to the Dean.
- b. If a TFC member retires or resigns during his/her elected term, the vacancy will be filled by the person receiving the next greatest number of votes in the most recent TFC election. If this substitution is for less than one academic year, that individual will be eligible to be elected to a full two-year term the following year.
- c. An election can be held from the membership of the entire tenured faculty. All Libraries faculty will be informed of substitutions.

**II.B.** The Dean will designate an Administrative Assistant to facilitate the work of the TFC. The Administrative Assistant will be assigned the following duties:

1. Compiles a list of persons eligible for reappointment, comprehensive mid-term reviews, tenure, and promotion. The list shall include date of anticipated tenure/promotion review for all untenured faculty. This list shall be sent to the TFC and the Promotion Committee (PC) (if there is application for promotion to (full) Professor) no later than July 31.
2. Notifies the TFC/PC of deadlines for the report of recommendations to the Dean.
3. Provides the Chair of the TFC with the University form used for tenure and promotion.
4. Maintains a current list of institutions at which librarians have faculty status and annually provides it to the TFC Chair.
5. Photocopying for the TFC/PC is handled by the TFC Administrative Assistant and is charged to administrative funds.

### **II.C. TFC Organization.**

1. A quorum for a TFC meeting shall be four members if acting on matters other than tenure/promotion recommendations. A quorum for tenure/promotion recommendations shall include the five TFC members. No abstaining votes may be cast by Tenured Faculty. TFC members may not vote by proxy.
2. In the case of promotion to the rank of (full) Professor, the Promotion Committee shall consist of at least three Libraries Professors with tenure, with the exception of the Dean, as appointed by the Chair of TFC. In the event that a minimum of three full Professors does not exist within the Libraries, the Dean shall complete the formation of a PC in an unbiased manner, such as by lot, from faculty (non-administrative) members in College departments with interests complementary to the Libraries and the candidate under consideration. When selecting faculty from other Colleges to complete the formation of a PC, the committee shall be considered complete when the minimum of three Professors has been obtained.

### **II.D. Call for Candidates**

1. The Dean initiates the tenure and/or promotion process by issuing a call by June 1.
2. All candidates must submit their written response to the Dean, with a copy to the Chair of the TFC and the candidate's immediate supervisor.

### **II.E. General Procedures of TFC and Its Subcommittees**

1. TFC calendars for “promotion and tenure,” “second year reappointment,” and “third through fifth year reappointment,” are developed by the Libraries in accordance with deadlines established annually by the Office of the Provost.
2. Evaluation forms are used to solicit feedback when necessary.
  - Testimony of Colorado State University Libraries classified staff will not be solicited.
  - If appropriate, testimony may be solicited from individuals outside the Libraries at the University. An explanatory letter will accompany each request for information.
  - For tenure and/or promotion, external reviews (from evaluators outside the University) will be requested for research, scholarship and creative activity and for service if appropriate.

- The candidate should not contact possible qualified evaluators, but will be invited to submit a list of three names (including contact information) of possible evaluators.
  - The list of possible qualified evaluators should be submitted to the TFC/PC when the candidate submits his/her written intent to the Dean.
  - When possible, external reviewers should be faculty members or librarians with faculty status of the aspirational or higher rank from the list of universities that is maintained by the TFC Administrative Assistant.
  - External reviewers will conform to the guidelines in “Documentation for Tenure and Promotion Application” issued by the Provost’s office. External evaluators will be sent a letter and appropriate materials identified by the candidate. A sample letter can be found in “Documentation for Tenure and Promotion Application.”
- The Tenured Faculty/TFC/PC does not consider unsolicited input. If received, it is put into the candidate's personnel files, noting it as unsolicited.
3. Tenured Faculty/TFC/PC deliberations are confidential and must not be discussed outside Tenured Faculty/TFC/PC membership. All committee correspondence will be sent under confidential cover; candidate's files will be maintained in a secure place and made available to all Tenured Faculty. Subject headers for e-mail should be noted “confidential.”
  4. In matters of tenure and/or promotion, the testimony of the immediate supervisor appears on the appropriate University form and is not requested separately. The Chair of the TFC provides the candidate with the University form and assures that the appropriate sections are completed by the individual under consideration, the immediate supervisor and/or Assistant Dean. In matters of reappointment after the first year, input from the supervisor is sought on the official evaluation form. Input from the Assistant Dean is sought through the reappointment evaluation form of the TFC. Faculty members who report to the Dean of Libraries are reviewed on the tenure/promotion form by the Dean writing as immediate supervisor/department head, by the Tenured Faculty, and by the Dean in the official capacity of Dean. Finally, the Dean incorporates the recommendations of the TFC/PC, which in the case of promotions to Associate includes the entire Tenured Faculty, in the final recommendation.
  5. TFC/PC requests from each candidate his/her current vita, publications, works in progress, and other pertinent material (dossier). TFC/PC shall make the dossier available to Tenured Faculty and shall send copies of appropriate materials from the dossier to external evaluators. Colorado State University Libraries evaluators are expected to review all of a candidate's publications and other documents that are made available to them.
  6. The Chair of the TFC forwards the Tenured Faculty’s recommendations to the Dean of Libraries. Tenure and promotion recommendations include a vote



summary. If there is a split vote, a statement of reasons representing the majority and minority points of view shall be included. PC recommendations are forwarded to the Chair of the TFC, who forwards them to the Dean. The TFC notifies each candidate of TFC/PC action, together with a narrative evaluation. When forwarding the recommendation for tenure and/or promotion, the TFC will also copy the faculty member on each reviewing administrator's narrative and recommendation. Copies of notifications and recommendations for candidates for reappointment, tenure and/or promotion are also sent to the supervisor, the appropriate Assistant Dean, and the Dean.

7. To allow time for administrative review, the Chair of the TFC submits all recommendations to the Dean of Libraries at least thirty days before the deadline for submission of recommendations to the Provost.
8. Prior to the Dean's submission to the Provost, a copy of the TFC's and Dean's recommendations will be provided to the candidate, the candidate's supervisor, and candidate's Assistant Dean. The candidate will be given five working days to write a rebuttal, if desired. The rebuttal would become Part IV: Candidate Response to Evaluations/Recommendations, which is optional and limited to no more than three pages.
9. All completed application packets of candidates for tenure and/or promotion shall be forwarded to the Provost after action by the TFC and the Dean.
10. After the Provost has made a decision, the candidate will receive back the dossier, which includes the supervisor's and Assistant Dean's evaluations.

## **II.F Procedures for Advancement in Rank to Associate or Professor**

The Chair of the TFC (for promotion to Associate Professor) or the Chair of the Promotion Committee (for promotion to Professor) invites individuals under consideration to submit a list of proposed external evaluators. Based on the written evidence and its own deliberations, the Tenured Faculty or the Promotion Committee will find for or against each promotion using the "*Criteria*."

## **II.G. Procedures for Reappointment**

1. Based on the written evidence, and its own deliberations, the Tenured Faculty will recommend for or against reappointment using the "*Criteria*." Written evidence will include supervisor's evaluation, Assistant Dean's evaluation (who may be same person as the supervisor), other evaluations if appropriate, and information supplied by the candidate. The Tenured Faculty shall also address the candidate's progress toward tenure beginning with the third year reappointment. The Chair of the TFC forwards the recommendation and written evidence to the Dean. Copies of the Tenured Faculty recommendation are forwarded to the candidate, the

supervisor, and the appropriate Assistant Dean.

2. The supervisor and Assistant Dean evaluate the candidate for reappointment on the form provided by the TFC.

## **II.H. New Faculty**

1. Procedures for Recommending Rank for Incoming Faculty
  - a. The TFC meets with all final candidates interviewing for tenure-track faculty positions to discuss the role of the TFC and the Tenured Faculty in relation to reappointment, tenure and promotion.
  - b. Interviewing candidates will be asked to provide copies of selected publications or products of research, etc. In addition, the candidate is asked to provide information on other service activities not included in his/her resume. These are provided to the TFC, which reviews these materials and forwards to the Dean a recommendation for rank.
  - c. The Tenured Faculty may recommend that a candidate appointed at the rank of Associate Professor or Professor be hired with tenure, per Section E.10 of the *Manual*. In this case, a ballot is sent to the entire Tenured Faculty. At least two thirds must approve the recommendation. The vote is called for by the current Chair of TFC.
2. Procedures for Assigning Mentors
  - a. Mentors will be assigned to tenure-track faculty members by the TFC. Before the assignment, TFC will meet with the tenure-track faculty member to discuss professional interests in order to make the best matches possible. Mentorship is a professional obligation and will be addressed and credited under Librarianship in a mentor's annual evaluations. The mentors are to serve as professional, not personal, mentors. Mentors are to help guide the tenure-track faculty member through the tenure/promotion process, and assist as needed in the three areas of each assignment: Librarianship, Research and Creative Activity, and Service, as well as with the assembly of the formal dossier. The faculty member may independently seek out additional informal mentors. If conflicts of interest or other concerns arise in the mentoring relationship, mentors or mentees may confidentially request a new mentor/mentee assignment in consultation with their supervisor and the TFC Chair.
  - b. Each tenure-track faculty member will be assigned two tenured faculty mentors who are expected to meet with the tenure-track faculty member a minimum of two times per calendar year (fall and spring) for a minimum of one hour (each meeting). One mentor will be specifically assigned to assist primarily in Librarianship and the other specifically assigned to assist

primarily in Research and Creative Activity and Service.

- c. Mentors and mentees will not be in the same chain of supervision as one another.
- d. The same mentors will serve throughout the duration of the new faculty member's pre-tenure status through the submission of the dossier for tenure to the TFC. However, if a mentor becomes the tenure-track faculty member's supervisor or if a mentor leaves CSU, a new mentor will be assigned by TFC.
- e. One member of the TFC, who is not that year's Chair, will be assigned the task of reminding mentors and mentees in March and October that a meeting is expected to be scheduled and to take place.
- f. Care will be taken to insure that mentoring responsibilities are equitably distributed among tenured faculty. Questions regarding interpretation of the tenure and promotion criteria should be addressed to the current TFC Chair.

### **II.I. Chair of the TFC Responsibilities**

- 1. Calls and presides over the TFC and Tenured Faculty meetings.
- 2. Appoints members of the Promotion Committee as needed.
- 3. Conveys the Tenured Faculty recommendations.
- 4. Communicates with the Dean of Libraries on behalf of the Tenured Faculty. Acts as a spokesperson for the Tenured Faculty.
- 5. Calls meetings of the Tenured Faculty when relevant issues arise that should be brought to the attention of that body. These meetings require a quorum of 50% of the Tenured Faculty on active appointment. A simple majority vote shall be sufficient to conduct business.
- 6. Convenes an annual meeting of the elected TFC with tenure-track faculty to review the procedures and the "*Criteria*" and answer any questions which arise.
- 7. Maintains a folder of sample documents relevant to the tenure, promotion, and reappointment processes, including the University tenure/promotion form, reappointment form HR:2, form HR:3, sample letters to evaluators, guidelines for evaluators, examples of questions for external evaluators, and other relevant documents, which are on the Libraries' servers.
- 8. Ensures that minutes are kept of Tenured Faculty meetings to reflect items of business other than deliberations and recommendations about individuals.

9. Conducts elections for new TFC members and calls the first meeting to elect the new TFC Chair by June 30.

## **II.J. Eligibility for Reappointment, Advancement in Rank and Tenure**

### **1. Reappointment-**

Reappointment recommendations for individuals with one year or less in the position will be made by the supervisor. Recommendations for individuals with more than one year in the position will be made by the TFC.

### **2. Tenure (All procedures must comply with E.10.4 of the *Manual*)**

- a. Beginning in 1996-97 and thereafter, when tenure is granted to an Assistant Professor, the individual will be promoted concurrently to Associate Professor. The recommendation will be made by the Tenured Faculty.
- b. A normal probationary period before the tenure award is six years of continuous employment for faculty initially appointed as Assistant Professors, four years of employment for Associate Professors, and three years of employment for Professors. See E.10.4.c of the *Manual*. Candidates with negotiated prior service credit, as noted in their job offer letter, may apply this credit towards the probationary period. For questions about prior service see E.10.4.1.1.
  - i. Tenure recommendations must be made by the sixth year of employment.
  - ii. The entire available and relevant record of the candidate's work will be considered. The candidate will determine which materials from the entire record will be included in the dossier.

### **3. Advancement in Rank**

- a. Advancement in rank from Associate Professor to Professor is based upon the “*Criteria*” and the *Manual* section E.13. Faculty normally are eligible for consideration for promotion from Associate Professor to Professor after five years in rank. Advancement from Associate Professor to Professor may occur prior to five years in rank in those cases in which the faculty member's performance clearly exceeds the standards for promotion to Professor.
- b. Faculty members make written requests, with supporting documentation for advancement in rank, in response to the annual call from the Dean of Libraries.

## **II.K. Comprehensive Mid-Probationary Period Reviews of Tenure-Track Faculty**

Procedures for comprehensive reviews of tenure-track faculty are delineated in E.14.2 of the *Manual*. Procedures specific to the Libraries are delineated here.

1. A comprehensive review of untenured faculty shall be conducted during the mid-probationary period year by the Tenured Faculty. This review will replace the regular reappointment review.
2. The candidate will provide a dossier to the TFC, which will be examined by the entire Tenured Faculty. The dossier must include the candidate's record for the tenure-track years, including years of awarded service credit, if applicable.
3. Based on the written evidence, and its own deliberations, the Tenured Faculty will provide a written summary of its conclusions and recommendations. The results of Tenured Faculty votes for each area are included as part of the summary. The written evidence will include the candidate's record, including the TFC requested supervisor and Assistant Dean's evaluations, Tenured Faculty evaluations for both current and previous years, vita, and the candidate's dossier, as defined in the Libraries calendar for tenure, promotion, and reappointment.
4. The written summary prepared by the TFC will include one of the following possible outcomes:
  - a. The faculty member is making satisfactory progress toward tenure and promotion, and sustained progress may result in a favorable recommendation for tenure and promotion.
  - b. There are deficiencies that, if satisfactorily corrected, may lead to a favorable recommendation for tenure and promotion.
  - c. The faculty member has not met the stated requirements for the position in one or more areas of responsibility, and the Tenured Faculty recommends against further contract renewals.
5. The report shall include any written comments provided by the supervisor, Assistant Dean, Dean and Provost/Academic Vice President, as well as the faculty member. A final comprehensive performance review is required prior to recommendations concerning tenure.
6. The Chair of the TFC forwards the summary to the Dean with copies to the faculty member, his/her supervisor, and Assistant Dean. The Dean will forward a copy of the summary with comment(s) to the Provost.

## **II.L. Periodic Comprehensive Reviews of Tenured Faculty (Post-tenure Review)**

### **1. Phase I Comprehensive Performance Reviews**

The Dean will identify and notify tenured faculty who are candidates for a comprehensive review. The tenured faculty member's Assistant Dean or, if appropriate, the Dean will conduct the review in accordance with E.14.3.1 of the *Manual*.

If a faculty member's Phase I Comprehensive Performance Review is not satisfactory, a Phase II Comprehensive Performance Review shall be conducted.

### **2. Phase II Comprehensive Performance Reviews**

- a. A review committee comprised of three tenured faculty of the same or higher rank than the faculty member under review will conduct this review in accordance with E.14.3.2. of the *Manual*.
- b. To select the committee, the TFC will draw names from among eligible tenured faculty members. At least one member of the committee shall be from the faculty member's division, if possible, but the faculty member's immediate supervisor will not be eligible for this committee.
- c. The faculty member shall present a record of accomplishments in librarianship, research and creative activity, and service that indicates the faculty member is continuing to make positive contributions to the Libraries and the University.
- d. The faculty member under review may submit examples of professional projects, reports, publications and other creative activity, products of service efforts, evaluations by students or peers as appropriate, recognition by external sources, and other evidence deemed useful to reflect his/her performance. Works in progress will be evaluated to the extent possible.
- e. The committee will have access to Phase I documents and may request letters from peers as appropriate.
- f. The review committee will recommend further action including whether conditions set forth in section E.15 of the *Manual*. (Disciplinary Action for Tenured Faculty) are present. Recommendations will be forwarded to the Dean of Libraries as outlined in E.14.3.2 of the *Manual*.

### **III. Evaluation of Performance of Faculty (See *Manual C.2.5.*)**

#### **III.A Administrators. Administrative evaluations will be conducted annually in accordance with *Manual C.2.7***

1. The Libraries Faculty will evaluate the Dean of Libraries annually by providing input to the Provost/Academic President (as in Section C.2.7.b of the *Manual*). Participation will be voluntary.  
The evaluation instrument and procedures for the evaluation will be reviewed periodically by the LFC Committee on Responsibility and Standing (see Appendix C for the instrument and procedures). The Libraries Faculty Council Executive Board will distribute the evaluation instrument to the eligible Libraries faculty, collect and tabulate the results, and forward the evaluations to the Provost.
2. The Assistant Deans will be evaluated annually by the Dean with input from Coordinators, other professional staff who report to that Assistant Dean, and other appropriate people as determined by the evaluator.
3. Coordinators will be evaluated annually by the Assistant Deans with input from faculty members within their unit. Other appropriate faculty members, and professional staff who have knowledge of the Coordinator's work and performance may be asked to provide input.

#### **III.B. Faculty**

All Libraries faculty members are evaluated annually by their supervisors with input as appropriate from faculty members who have knowledge of their work and performance, on the same basis as their colleagues whose responsibilities are primarily in the areas of teaching and research (see *Manual E.12*). Refer to the "*Criteria*" Appendix A for criteria and guidelines for the assignment of merit. Librarianship, however, has special characteristics which are also recognized in performance appraisal.

1. Performance within the University Libraries. Librarianship at Colorado State University refers to the entire range of activities of the faculty librarian in developing and maintaining library collections and records and in establishing and promoting library services to meet the needs of the University community. Performance for the librarian is reflected in:
  - a. The manner in which assigned responsibilities are discharged.
  - b. The way in which responsibility is sought for innovative changes which will benefit the libraries and the University community.
  - c. Communication skills.

- d. Rapport with members of the University community and other constituencies.
  - e. Planning and organization.
  - f. Supervision, if applicable.
2. Research and Other Creative Activity. See *Manual* E.12.2.
  3. University Service. See *Manual* E.12.3.1.
  4. Professional Service. See *Manual* E.12.3.2.



**Appendix A**  
**CRITERIA AND STANDARDS**  
**REAPPOINTMENT, PROMOTION AND TENURE**  
**FOR TENURED/TENURE-TRACK FACULTY**

UNIVERSITY LIBRARIES  
COLORADO STATE UNIVERSITY

Approved by the Libraries Tenured Faculty

September 6, 2017

**I. INTRODUCTION**

This document is in compliance with Section E of the *Academic Faculty & Administrative Professional Manual* (hereafter referred to as the *Manual*). Tenured and Tenure-track Faculty should consult Section E of the *Manual* and the Libraries Faculty Code in addition to the *Criteria*.

**IA. THE ROLE OF LIBRARY FACULTY IN A UNIVERSITY**

The Association of College and Research Libraries (ACRL) Standards for Faculty Status for Academic Librarians states:

The academic librarian makes . . . contributions to the academic community and to higher education itself. These contributions include developing collections, providing bibliographic access to all library materials, and interpreting these materials to members of the college and university community.

Specific services include instruction in the use of print and online library resources and the creation of new tools to enhance access to information available locally, regionally, nationally, or internationally.

Librarians contribute to the sum of knowledge through their research into the information process and other areas of study. Service improvements and other advances in the field result from their participation in library and other scholarly organizations.

(Approved by ACRL Board, June 2007. Revised October 2011. Prepared by the ACRL Committee on the Status of Academic Librarians.)

The Joint Committee on College Library Problems, a national committee representing the Association of College and Research Libraries, the Association of American Colleges (now the Association of American Colleges and Universities), and the American Association of University Professors states:

As the primary means through which students and faculty gain access to the storehouse of organized knowledge, the college and university library performs a unique and indispensable function in the educational process. This function will grow in importance as students assume greater responsibility for their own intellectual and social development. Indeed, all members of the academic community are likely to become increasingly dependent on skilled professional guidance in the acquisition and use of library resources as the forms and numbers of these resources multiply, scholarly materials appear in more languages, bibliographical systems become more complicated, and library technology grows increasingly sophisticated. The librarian who provides such guidance plays a major role in the learning process.

The character and quality of an institution of higher learning are shaped in large measure by the nature and accessibility of its library resources as well as the expertise and availability of its librarians . . .

Librarians perform a multifaceted role within the academy. It includes not only teaching credit courses but also providing access to information, whether by individual and group instruction, selecting and purchasing resources, digitizing collections, or organizing information. In all of these areas, librarians impart knowledge and skills to students and faculty members both formally and informally and advise and assist faculty members in their scholarly pursuits. They are involved in the research function and conduct research in their own professional interests and in the discharge of their duties. Their scholarly research contributes to the advancement of knowledge valuable to their discipline and institution.

In addition, librarians serve and contribute to university governance through their service on campus-wide committees. They also enhance the reputation of the institution by engaging in meaningful service and outreach to their profession and local communities.

. . .

College and university librarians share the professional concerns of faculty members. Academic freedom is indispensable to librarians in their roles as teachers and researchers. Critically, they are trustees of knowledge with the responsibility of ensuring the intellectual freedom of the academic community through the availability of information and ideas, no matter how controversial, so that teachers may freely teach and students may freely learn. Moreover, as members of the academic community, librarians should have latitude in the exercise of their professional judgment within the library, a share in shaping policy within the institution, and adequate opportunities for professional development and appropriate reward.

(Statement last revised and reaffirmed by ACRL in 2007 and endorsed by a subcommittee of ACRL with representatives of the AAUP in 2012.)

## **I.B. MISSION OF THE LIBRARIES AT COLORADO STATE UNIVERSITY**

The primary mission of Colorado State University Libraries is to participate in the University community's discovery, communication, and use of knowledge by providing materials, information and other services to support instruction, research and scholarship. Its further mission is to serve as a resource for Colorado residents in supplementing individual, business, cultural, educational, governmental, or professional information requirements. A secondary mission is to share resources with the national and international higher education community.

Librarians are faculty members sharing professional responsibilities with their academic colleagues. In contrast to most faculty members at Colorado State University, Libraries faculty hold a twelve-month service appointment. As do other faculty, Libraries faculty engage in scholarly and service activities appropriate to their discipline. Faculty are normally hired at the Assistant Professor level and enter the tenure-track. Granting of tenure to Libraries faculty normally follows or coincides with promotion to Associate Professor. Tenure is granted to those faculty whose professional record indicates that they will continue to serve with distinction.

## **II. GENERAL AND SPECIFIC CRITERIA FOR EVALUATING LIBRARIES FACULTY FOR PROMOTION, REAPPOINTMENT, AND TENURE**

Factors used to evaluate Libraries faculty are those of the discipline. These factors recognize that librarianship is a multifaceted discipline, that libraries are cooperative enterprises, and that successful academic librarianship requires continuing acquisition and application of professional and extra-disciplinary knowledge.

### **II.A. GENERAL CRITERIA**

1. General criteria for evaluating Libraries faculty for reappointment, promotion, tenure, and post-tenure review are the (1) practice of librarianship (2) research and creative contributions, and (3) service. Specific criteria related to the three general criteria are listed below. The lists are not comprehensive.
2. A faculty member's effort distribution is negotiated with the appropriate Coordinator/Assistant Dean and should be stated clearly in writing, as it will be used as the framework for annual and periodic comprehensive reviews as well as for tenure and promotion decisions. Because of the applied nature of the discipline of librarianship, activities within librarianship typically account for 75% of total effort, research/creative activities for 15% and service for 10%. Responsibilities for pre-tenure faculty should be set at these percentages to provide sufficient opportunity to demonstrate merit and promise for excellence in each area of faculty responsibility. After tenure, the typical distribution is librarianship 80%, research/creative activities 10%, and service 10%. However, this effort distribution can be negotiated with the faculty's Coordinator/Assistant Dean.

### **II.B. SPECIFIC CRITERIA**

#### **1. Practice of Librarianship**

In keeping with the multifaceted nature of their discipline, Libraries faculty engage in a broad spectrum of activities. Libraries faculty are specialists in providing access to information and are involved in the development of resources, collections and information systems; bibliographic control and organization; instruction, reference and advisory services; and administration and planning. The practice of librarianship

takes place in a variety of settings. For an individual faculty member, the practice of librarianship may or may not involve management assignments, public contact, classroom instruction, etc.

In the CSU Libraries, librarianship includes outreach. For Libraries faculty, outreach is defined as education or information transfer that is conducted by Libraries faculty for constituents. Such constituents include students, non-library faculty, colleges and departments, other on-campus administrative units, and individuals and organizations external to the CSU community. For Libraries faculty, outreach that does not specifically involve education or information transfer constitutes, and is reported as, service.

**a. Activities encompassed in the term "Practice of Librarianship" include but are not limited to:**

- providing intellectual and physical access to information in the research and instructional collections of the Libraries and other information repositories and resources
- furthering the teaching and research missions of the University through administrative, managerial, development and supervisory activities
- improving instruction through integration of information resources into the curriculum, development and application of technological innovations, development of curricular support, new courses, or other related work
- interacting with library users at all levels; developing and maintaining communication and interaction with other members of the University community
- formulating and implementing Libraries' policies and procedures related to the instructional mission of the Libraries and the University
- managing human resources; developing and training effective faculty and staff
- managing material and financial resources
- conducting individual or group instruction; delivering course-related lectures external to the Libraries
- teaching or participating in teaching regularly scheduled credit courses
- serving as a major thesis or dissertation advisor, or as member of a thesis committee
- developing the Libraries' collections in support of the University's research and instructional missions, such as recommendations for purchase, identification of special acquisition opportunities, and/or attraction of gifts
- mentoring/advising students or Libraries faculty.

**b. Measures by which the Practice of Librarianship is evaluated**

Evidence considered in evaluating the Practice of Librarianship includes, but is not limited to: assessments by colleagues or other individuals, including the

Coordinator and Assistant Dean, who may have observed the candidate's performance.

## **2. Research and Creative Activities**

Progress in library and information science results from development of new principles and application of existing ones to professional theory and practice. Research may appear in publications authored by separately named individuals or groups and may also be communicated through unpublished papers, presentations and reports to professional organizations, documents and correspondence, and other vehicles for dissemination of scholarship.

In librarianship, participation in cooperative scholarship is acknowledged as requiring application of knowledge and expertise equivalent to that demonstrated in individual research and publication. Individual contribution should be noted. Libraries faculty advance and develop in their profession through substantive participation in professional associations. Such participation may result in a joint product such as a standard or guidelines for the field. These products are vital to librarianship and to the ability of the University to provide library service. The particular nature of a collective intellectual contribution is evaluated individually for each Libraries faculty member and corroborated by peer review from within and outside the University.

Because librarianship does not exist in isolation from the community, which it serves, but rather co-exists with and contributes to all disciplines, scholarly endeavors of Libraries faculty reflect this symbiosis, and often cross-disciplinary boundaries.

### **a. Activities encompassed by the term "Research and Creative Activity" include, but are not limited to:**

- conducting research and engaging in other scholarly activity that may result in published work and that benefits librarianship or scholarship in any discipline. Contributions include, but are not limited to: books, monographs, articles in journals, chapters in books, essays in encyclopedias, papers in proceedings, position papers, technical reports, abstracts, book reviews and reviews of creative activities
- developing and introducing significant innovations with respect to library collections, services or methods
- receiving grant or contract funds, research awards, fellowships and scholarships
- editing journals or performing other editorial work of a scholarly nature
- presenting papers at international, national, regional, state or local conferences and meetings
- producing creative work related to the discipline or specialty, such as films, tapes, exhibits, reports, compositions, audiovisual material, computer programs, and/or web pages.

- actively pursuing academic degrees additional to the terminal degree

**b. Measures by which Research and Creative Activity is evaluated**

Evidence considered in evaluating Research and Creative Activity includes but is not limited to the record of contributions and impact in the areas listed above as reflected in the annual written evaluation and report of professional activities, and in the *Curriculum Vitae*; copies of publications, papers, grant applications, etc.; photographs or catalogs of exhibits; published reviews; letters of evaluation from professional associates within and outside the Libraries and the University community; indications of role and standing of bodies through which scholarly contributions are made; honors or awards received; critical acclaim or citation by other professionals; and other indications of professional recognition. A candidate for tenure and/or promotion to Associate Professor should be actively engaged in scholarship. It is expected that the candidate will have published, or have accepted for publication, a minimum of three quality articles in peer-reviewed journals, or quality peer-reviewed book chapters, or the equivalent scholarly output. An example of the equivalent could be a substantive scholarly monograph. The candidate should also have a record of associated scholarly activities. Documentation of peer-reviewed publications and other scholarly activities must be provided to the Tenured Faculty no later than 40 days before the Dean's recommendation is due to the Provost according to the current year's TFC calendar.

For promotion to full Professor, the publication record at the rank of Associate Professor would include a major contribution to the field employing critical and original thoughts, such as a scholarly monograph or four quality articles in peer-reviewed journals, or the equivalent, as well as associated scholarly activities. It is expected that faculty will go beyond the minimum. It is the responsibility of the individual faculty member to demonstrate impact on the profession for a specific research or creative activity.

**3. Service**

Creation and implementation of programs, standards and guidelines that strengthen the position of the University Libraries in regional, national and international information systems, further the teaching and research missions of the University, and extend the Libraries' teaching function to the community are essential to academic libraries. They require coordination and consensus within the discipline as a whole. Within librarianship, such coordination and consensus are developed and maintained mainly within professional organizations and related associations. Participation in such organizations is a primary vehicle for fulfillment of the service involvement that is expected of Libraries faculty. Libraries faculty are also expected to perform

service-oriented activities both within and outside of the University and their Department.

**a. Activities encompassed by the term "Service " include but are not limited to:**

- providing service to the profession through effective participation in international, national, regional, state or local professional associations
- providing service to the profession such as editorship of newsletters, and/or review of manuscripts
- attracting and recruiting talented and effective faculty to the Libraries/University through activities such as serving on a search committee
- conceiving, planning, organizing or conducting professional conferences, professional seminars, workshops or programs
- performing service within the University through effective participation in committees and other programs which address its goals
- appraising grant proposals, fellowship applications or other awards
- serving on local, state, national, or international commissions, boards, or agencies
- participating in a professional capacity in programs sponsored by student, faculty or community groups
- participating in distance and continuing education instructional activities
- performing public relations activities that serve the University's interests

**b. Measures by which Service is evaluated**

Library faculty workload includes a percentage of effort dedicated to service. Service is expected each year, although the amount of service performed may vary from year to year. During the probationary period for tenure, the faculty member should demonstrate effective contributions beyond the library and the University. After tenure, faculty members are expected to sustain a record that corresponds to the expectations of the profession.

Evidence considered in evaluating Service includes but is not limited to the record of contributions in the areas listed above as reflected in the annual written evaluation and report of professional activities and in the *Curriculum Vitae*; indications of the role and standing of the organizations served; letters of evaluation from professional associates within and outside the Libraries and the University community; awards received; and indications of one's professional standing.

**III. PROCEDURES RELATING TO APPOINTMENT, REAPPOINTMENT, PROMOTION, TENURE AND POST-TENURE REVIEW**

Libraries faculty follow the procedures for appointment, reappointment, promotion, tenure and post-tenure review established for Colorado State University faculty. Expectations specific to the discipline are taken into account in assessing a Libraries faculty member's contributions in the prescribed evaluation areas.

### **III.A. APPOINTMENT**

The minimum requirement for appointment to a position on the faculty is the terminal degree appropriate to the discipline. For librarians, the most typical appropriate terminal degree is a master's degree from a program accredited by the American Library Association or its international equivalent. A librarian may also have an equivalent accredited master's or doctoral degree in a relevant subject area. Librarians are usually appointed at the rank of Assistant Professor unless they meet the criteria for a higher rank.

### **III.B. REAPPOINTMENT**

Evaluation for reappointment considers performance in the practice of librarianship, research and creative activity, and service. Minimum requirements for reappointment are job performance at a high level of quality and demonstrated achievement and growth in the areas of research and creative activity and service.

### **III.C. TENURE**

Section E.10.1 of the *Manual* defines tenure as follows:

“Tenure is the practice of permanent or continuous appointments for academic faculty in higher education, during which their service at a particular institution may be terminated only for (1) adequate cause demonstrated in a hearing before an appropriately selected faculty committee, (2) under the extraordinary circumstances of a bona fide financial exigency, involving retrenchment or discontinuance of an academic program or a department of instruction, or (3) discontinuance of a degree granting program or a department of instruction not mandated by financial exigency.”

Granting of tenure to Libraries faculty normally coincides with promotion to Associate Professor. A tenured appointment carries no permanent commitment respecting the assignment of specific professional responsibilities. (See *Manual* E.13.)

### **III.D. PROMOTION**

#### **1. Associate Professor**

Libraries faculty with the rank of Assistant Professor are normally considered for promotion to the rank of Associate Professor as part of the tenure process. A faculty member may request consideration of promotion to Associate Professor prior to



tenure. However, recommendation for promotion to Associate Professor normally accompanies recommendation for tenure.

## **2. Professor**

Libraries faculty with the rank of Associate Professor may periodically be considered for promotion to Professor in accordance with University guidelines.

### **III.E. CRITERIA FOR TENURE AND PROMOTION**

#### **1. Definitions**

Performance is assessed in relationship to the field of academic librarianship as a whole, and also in terms of its local impact. Commendable performance assumes that the individual demonstrates initiative to achieve results that are effective and significant. Excellent performance is at a level above commendable performance in quality and impact. Indicators of excellent performance may include such things as impact on the discipline or the field, and favorable comparison to others at a similar stage in their careers.

#### **2. Tenure/promotion**

Libraries faculty who are awarded tenure/promotion to Associate Professor have demonstrated commendable performance in research and creative activity and service, and in addition have excelled in librarianship. The records of faculty who are awarded tenure indicate that they will continue to serve with distinction in their appointed roles. Faculty members are not expected to have equal accomplishment in all areas. Activities most often evaluated in making tenure determinations are listed in Section II above.

#### **3. Promotion**

Candidates for promotion to full professor should demonstrate excellence in research and creative activity in addition to excellence in the practice of librarianship and should have commendable service record. Promotion to Professor will signify that the faculty member has matured in scholarship/creative activity and is now an established and recognized expert in his or her field.

### **III.F. REVIEW PROCEDURES AND MINIMUM STANDARDS**

#### **1. Tenure and promotion to Associate Professor**

The Libraries Tenured Faculty Committee normally conducts a comprehensive

review of candidates for tenure in their third and sixth years of service toward tenure. The sixth year review leads to recommendation for or against tenure. Types of evidence considered include but are not limited to: the record of annual written evaluations of the candidate's performance in the practice of librarianship; publication, creative work and other scholarly achievement; professional involvement and contributions at the international, national, regional, state or local levels; professional standing. A candidate may offer other relevant evidence. Letters of evaluation from professional associates within and outside the Libraries and the University community are sought, and where appropriate, representatives of cognate disciplines relevant to a candidate's performance are also consulted. The Tenured Faculty makes judgments on the total record regarding sufficiency, currency, quality, and impact of academic work, as reflected by appropriate publications. While the Tenured Faculty weighs the evidence presented, and makes its decision by vote, not by any automatic tabulation or totaling of the evidence collected in the process, a candidate for tenure and/or promotion to Associate Professor should have published, or have accepted for publication, a minimum of three quality articles in peer-reviewed journals, or quality peer-reviewed book chapters, or the equivalent scholarly output. An example of the equivalent could be a substantive scholarly monograph. The candidate should also have a record of associated scholarly activities. Documentation of peer-reviewed publications and other scholarly activities should be submitted with the dossier, and must be provided to the TFC no later than 40 days before the Dean's recommendation is due to the Provost according to the current year's TFC calendar.

## **2. Promotion**

The review procedure for promotion to full professor is generally the same as that for tenure and promotion to Associate Professor above. A candidate for full Professor is expected to continue a record of excellence in librarianship while in rank as Associate Professor, and in addition, demonstrate excellence in research and creative activity as defined under Definitions. The Committee for promotion to full Professor will pay particular attention to the significance and quality of the candidate's librarianship, published research, and service since appointment to Associate Professor. In addition, the candidate for Professor will show continuing achievement in research and creative accomplishment.

Typically, the publication record at the rank of Associate Professor will include contributions of significant impact to the field employing critical and original thoughts, such as a scholarly monograph or four high quality articles in peer reviewed journals, or the equivalent, as well as associated scholarly activities. Refereed publications are key, but reviews, short notes, non-refereed articles, papers for professional meetings, or conducting workshops may be considered scholarly accomplishments and a valid component of corroborating a person's impact in the field. Service will include elected office in national, regional, or specialized professional organizations that are a good match with the faculty member's area(s) of expertise.

### **III.G. POST-TENURE REVIEW**

In order to facilitate continuing faculty development, faculty members who have achieved tenure undergo a periodic comprehensive evaluation (see *Manual* E.14.3).

## **APPENDIX B**

### **POLICIES AND RELATED MATERIALS FOR NON-TENURE-TRACK FACULTY**

UNIVERSITY LIBRARIES  
COLORADO STATE UNIVERSITY

Approved by the Libraries Faculty

October 5, 2016

#### **I. INTRODUCTION**

In certain cases, the CSU Libraries hires librarians as Special Appointment faculty. The CSU Libraries may offer open-ended appointments or multi-year contracts on a case-by-case basis to Special Appointment faculty, based on financial resources and library need (See II.C). Henceforth the term “Non-Tenure-Track faculty” will be used to describe Special Appointment faculty at the CSU Libraries.

#### **I.A. GENERAL CRITERIA**

##### **1. Definition**

NTT Librarians are faculty members who hold 12-month service appointments and share professional responsibilities with their Tenure-Track librarian colleagues. In accordance with Section E.2.1.4 of the Colorado State University Academic Faculty & Administrative Professional Manual, “Special appointments are ‘at will’ and are subject to termination by either party at any time unless the faculty member has a multi-year contract for research or teaching, in which case the terms of the contract shall stipulate its ending date.”

##### **2. Effort Distribution**

A NTT faculty member’s effort distribution is negotiated with the appropriate Coordinator/ Assistant Dean and should be stated clearly in writing, as it will be used as the framework for annual and periodic comprehensive reviews. NTT positions usually focus on the applied aspects of librarianship, so a typical effort distribution for NTT faculty is 95% Librarianship and 5% Service. In some cases, NTT faculty may have supervisory responsibilities.

##### **3. Evaluation**

General criteria for evaluating NTT faculty are (1) practice of librarianship and (2) service. In some cases, research and creative activities may be part of the negotiated distribution. The areas evaluated may vary based on negotiated distributions, and NTT faculty may not have responsibilities in all areas.

## **I.B. SPECIFIC CRITERIA**

Specific criteria related to the general criteria are listed below. The lists are not comprehensive.

### **1. Practice of Librarianship**

In keeping with the multifaceted nature of their discipline, NTT faculty engage in a broad spectrum of activities. NTT faculty librarians are specialists in providing access to information and are involved in the development of resources, collections and information systems; bibliographic control and organization; instruction, reference and advisory services; and administration and planning. The practice of librarianship takes place in a variety of settings. For an individual faculty member, the practice of librarianship may or may not involve management assignments, public contact, classroom instruction, etc.

In the CSU Libraries, librarianship includes outreach. For NTT faculty, outreach is defined as education or information transfer that is conducted by Libraries faculty for constituents. Such constituents include students, non-library faculty, colleges and departments, other on-campus administrative units, and individuals and organizations external to the CSU community. For Libraries faculty, outreach that does not specifically involve education or information transfer constitutes, and is reported as, service.

**Activities encompassed in the term "Practice of Librarianship" include but are not limited to:**

- providing intellectual and physical access to information in the research and instructional collections of the Libraries and other information repositories and resources
- furthering the teaching and research missions of the University through administrative, managerial, development and supervisory activities
- improving instruction through integration of information resources into the curriculum, development and application of technological innovations, development of curricular support, new courses, or other related work
- interacting with library users at all levels; developing and maintaining communication and interaction with other members of the University community
- formulating and implementing Libraries' policies and procedures related to the instructional mission of the Libraries and the University
- managing human resources; developing and training effective faculty and staff
- managing material and financial resources

- conducting individual or group instruction; delivering course-related lectures external to the Libraries
  - teaching or participating in teaching regularly scheduled credit courses
  - serving as a major thesis or dissertation advisor, or as member of a thesis committee
  - developing the Libraries' collections in support of the University's research and instructional missions, such as recommendations for purchase, identification of special acquisition opportunities, and/or attraction of gifts
  - mentoring/advising students or Libraries faculty
- 2. NTT faculty may negotiate to have applied research directly related to their job duties included in the Librarianship distribution.**
- a. Awarding a research component to Librarianship is at the discretion of the direct supervisor and Assistant Dean.
  - b. The adjustment to Librarianship should be in writing and include a specific start and end date with anticipated outcomes.
- 3. Criteria for the evaluation of Service and Research (as negotiated with the direct supervisor) are the same as for tenure-track faculty and are outlined in the Colorado State University Libraries Faculty Code Appendix A.**

## **II. PROCEDURES RELATING TO APPOINTMENT, REAPPOINTMENT, AND OPEN-ENDED APPOINTMENTS OR MULTI-YEAR CONTRACTS:**

NTT faculty follow the procedures for appointment, reappointment, without term appointments, promotion, and post-without term review established for Colorado State University faculty. Expectations specific to the discipline are taken into account in assessing a Libraries faculty member's contributions in the prescribed evaluation areas.

### **II.A. APPOINTMENT**

The minimum requirement for appointment to a position on the faculty is the terminal degree appropriate to the discipline. For librarians, the most typical appropriate terminal degree is a master's degree from a program accredited by the American Library Association or its international equivalent. A librarian may also have an equivalent accredited master's or doctoral degree in a relevant subject area.

### **II.B. REAPPOINTMENT**

Evaluation for reappointment considers performance in the practice of librarianship, service, and research and creative activity (if applicable). Minimum requirements for reappointment are job performance at a high level of quality.

## **II.C. OPEN-ENDED APPOINTMENTS OR MULTI-YEAR CONTRACTS**

The CSU Libraries may offer open-ended appointments or multi-year contracts on a case-by-case basis to Special Appointment faculty, based on financial resources and library need. In accordance with Section E.2.1.4 of the Colorado State University Academic Faculty & Administrative Professional Manual, “Special appointments are ‘at will’ and are subject to termination by either party at any time unless the faculty member has a multi-year contract for research or teaching, in which case the terms of the contract shall stipulate its ending date.”

## **II.D. PROCEDURES FOR ASSIGNING MENTORS**

1. Each NTT faculty should have at least one identified mentor for no less than the first three years of their appointment at CSU. The role of the mentor(s) is to support the NTT faculty member in the successful performance of librarianship duties and to help the NTT librarian achieve professional goals. It is recognized that individuals may wish to identify their mentor(s); however, to initiate the mentoring process, supervisors will assign a mentor to the NTT faculty member at the time the person arrives on campus. After a period of 6-12 months, if desired, the NTT faculty member may identify an individual who may be better suited to their mentoring needs. The NTT faculty member will be responsible for obtaining agreement from the potential mentor and notifying both supervisors and the former mentor of the change.
2. Any faculty member who has worked at the CSU Libraries for more than three years in a faculty position may serve as an NTT faculty mentor during the first three years of the NTT faculty member’s appointment. If after three years a formal mentor is still desired, the NTT faculty member may work with his or her supervisor to select another appropriate mentor from the CSU Libraries faculty or administrative professional staff.
3. If conflicts of interest or other concerns arise in the mentoring relationship, mentors or mentees may confidentially request a new mentor/mentee assignment in consultation with their supervisor.
4. Mentors and mentees will not be in the same chain of supervision as one another.
5. Care will be taken to insure that mentoring responsibilities are equitably distributed among eligible faculty.

# **APPENDIX C**

## **EVALUATION OF THE DEAN OF LIBRARIES**

**Approved by LFC 12/06/2006**

### **Procedures for the Dean's evaluation**

#### **Eligible Participants**

Full-time permanent and tenure-track faculty.

#### **Detailed Procedures**

- The instrument for the Dean's evaluation will be reviewed periodically, with input from all faculty and the Dean, by the LFC Committee on Responsibility and Standing. If any changes are necessary, they will be made in time for the February LFC meeting.
- A "Roles and Responsibilities" document will be requested from the Dean so s/he can address the broad range of leadership roles and responsibilities from the previous year and add context to any issues. The creation of this document is optional for the Dean.
- The "Roles and Responsibilities" document (if available) and the Dean's Evaluation Instrument will be distributed to all eligible participants by the Libraries Faculty Council Executive Board to the Libraries' faculty at the beginning of February.
- The faculty will have two weeks to complete and return the evaluation to the LFC Executive Board.
- During the last two weeks of February, the LFC Executive Board will:
  - collect the evaluations
  - tally the ratings
  - organize the evaluations into signed and unsigned.

#### **Flow of information**

- The evaluations will be delivered to the Provost by March 1.
- It is at the Provost's discretion whether information will be shared directly or indirectly with the Dean.

### **Colorado State University Libraries Evaluation of the Dean**

#### **Purpose:**

The purpose of the evaluation process and questionnaire is to initiate the regular, ongoing and constructive review of the Dean's performance by the faculty.

The evaluation allows faculty members to provide constructive input into the Dean's management and vision of the Libraries. It allows for the documenting of the achievements and progress of the Libraries' Dean.



**Goals of the evaluation process:**

1. To document the achievements and progress of the Libraries' Dean.
2. To provide helpful feedback to the Provost regarding the Dean's performance vis-à-vis faculty expectations.
3. To serve as the basis for a dialogue between administration and faculty.

**Please review the Dean's Statement of Roles & Responsibilities prior to completing the evaluation.**

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*\*Signing the evaluation is optional (see end of document). However, evaluations with signatures may carry more weight. All evaluations will be shared with the Provost and at the Provost's discretion they may be shared with the Dean.*

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Please circle the appropriate response to best describe your opinion about the following statements. Please consider the past academic year in making your determinations.

Use the following key:

- |                   |                      |            |
|-------------------|----------------------|------------|
| 4. Strongly Agree | 2. Disagree          | Don't Know |
| 3. Agree          | 1. Strongly Disagree |            |

**A. Communication**

- |    |   |   |   |   |   |    |
|----|---|---|---|---|---|----|
| 1. | The Dean consistently articulates a clear vision for the future of the Libraries..... | 4 | 3 | 2 | 1 | DK |
| 2. | The Dean promotes open and positive communication with the faculty.....               | 4 | 3 | 2 | 1 | DK |
| 3. | The Dean weighs the opinions of all segments of the faculty.....                      | 4 | 3 | 2 | 1 | DK |
| 4. | The Dean explains administrative decisions.....                                       | 4 | 3 | 2 | 1 | DK |
| 5. | The Dean works to improve working relationships and/or morale at the Libraries.....   | 4 | 3 | 2 | 1 | DK |

**B. Leadership/administration**

- |    |   |   |   |   |   |    |
|----|---|---|---|---|---|----|
| 6. | The Dean consistently involves the faculty and utilizes shared governance in decision making..... | 4 | 3 | 2 | 1 | DK |
| 7. | The Dean promotes a favorable environment for individual faculty development.....                 | 4 | 3 | 2 | 1 | DK |
| 8. | The Dean provides effective leadership in developing  |   |   |   |   |    |

- new initiatives that improve library services and access to resources, within available resources..... 4 3 2 1 DK
9. The Dean provides effective support to facilitate research development by faculty, within available resources..... 4 3 2 1 DK
10. The Dean encourages cooperation with Colleges and Departments..... 4 3 2 1 DK
11. The Dean manages faculty workload issues effectively and justifiably..... 4 3 2 1 DK
12. The Dean exhibits high ethical standards when fulfilling his/her official duties with Libraries' faculty..... 4 3 2 1 DK

**C. Planning**

13. The Dean is attentive to long-term, external strategic issues that affect the Libraries..... 4 3 2 1 DK
14. The Dean successfully articulates a plan and timeline for new programs and initiatives..... 4 3 2 1 DK

15. What actions by the Dean have had the most positive effect on the Libraries?
16. What changes/recommendations would you make to improve the performance of the Dean? Please explain.
17. Additional Comments:

\*Signature (optional) \_\_\_\_\_