# Colorado State University Libraries Faculty Code

Approved by the Libraries Faculty on September 2, 2026.
Approved by the Office of the Provost on September 15, 2026

## I. Preamble

The Libraries Faculty Code (*Code*) serves as a guide for departmental governance, policies, and procedures. The *Code* is aligned with the University's mission and complies with the Academic Faculty and Administrative Professional Manual (*Manual*). In cases of conflict, the *Manual* takes precedence. The *Code* is a supplement to, not a replacement for, university-level policies. Additional Library policies and procedures can be found in the Colorado State University Libraries Faculty Handbook (*Handbook*). The *Code* takes precedence over the *Handbook*.

Refer to the *Manual* for definitions of key terms such as Tenure-track and Tenured faculty, Contract/Continuing/Adjunct Faculty, Administrative Professionals, etc.

## II. Mission

The Libraries faculty work in support of the Colorado State University Libraries' mission, which can be found on the Libraries' website. The mission of the Libraries Faculty Council is to:

- promote the professional welfare and development of its members;
- serve as the academic and professional voice of the Libraries Faculty in supporting research, teaching, and learning;
- establish the academic and service objectives of the Libraries;
- participate in the development and implementation of Libraries policies, goals, and strategic planning;
- uphold and advocate for faculty rights and responsibilities as outlined in this *Code* and the *Manual*, including the right to express individual professional views without prejudice.

## III. Department Administration and Organization

The Libraries is both an academic and administrative unit at the University. The academic designation takes precedence in most cases, with the Libraries overseen by a Dean and reporting to the Provost.

### A. Dean/Department Head

#### *1. Role and Responsibilities*

This individual shall have the duties assigned to the deans of the colleges as specified in the *Manual* C.2.6.1 and C.2.6.2 and will act on behalf of the Libraries when a dean or department head action is required. The Dean is also the academic department head of the library faculty.

#### *2. Selection, Appointment, and Term*

Specified in the *Manual* E.4.4.

## B. Assistant/Associate Dean(s)

### 1. *Roles and Responsibilities*

The Assistant/Associate Deans act both as associate deans and are delegated by the dean/academic department head of the Libraries to serve as department heads in issues of faculty rank, promotion, and related duties.

### 2. *Selection, Appointment, and Term*

Specified in the *Manual* E.4.4.

## C. Units

Divisions reporting to the Assistant/Associate Deans are referred to as "units" to distinguish them from academic departments. Each unit is led by a "Unit Head" and may include faculty, administrative professionals, classified staff, and student employees. The Unit Head is responsible for the supervision and management of the unit and reports directly to an Assistant/Associate Dean.

## D. Libraries Faculty Council (LFC)

### 1. *Libraries Faculty Council Organization*

All CSU Libraries Faculty are members of LFC, regardless of appointment type or effort distribution, and are expected to attend LFC meetings. LFC meetings are held monthly during the academic year. See *Handbook* II.B.1.

All Libraries Faculty who have appointments of at least one year of service in the CSU Libraries, either full-time or part-time, are eligible to vote and serve on LFC and its committees. The Dean of Libraries shall be an ex officio non-voting member of LFC.

LFC is led by the Libraries Faculty Council Executive Board (LFC Exec). The officers of the LFC Exec are Chair, Vice Chair/Chair Elect, Past Chair, and Secretary. Officers are elected from all eligible members of LFC. See *Handbook* II.B.2.c.

### 2. *Standing Committees*

See *Handbook* II.B.3.

### 3. *Ad hoc committees and task forces*

Will be formed and charged by the LFC Executive Board

### 4. *Departmental Meetings*

See *Handbook* II.B.1.c.

# IV. Code Review and Amendment

Code amendments are not officially in effect until approved by the Provost’s Office. Changes to the Code are sent to the Provost's Office at the end of each academic year.

## A. Review Cycle

To ensure alignment with current university policies and practices, the Committee on Responsibilities and Standing of Library Faculty (CRS, see *Handbook* II.B.3.a.i.) is charged with reviewing and updating the *Code* annually to reflect any relevant changes to the *Manual*. CRS will conduct a comprehensive review of the entire *Code* no less than once every five years to evaluate its effectiveness, clarity, and consistency with university policies.

## B. Initiation of Review

An off-cycle *Code* review may be initiated by the Dean, the Libraries Faculty Council Executive Committee, or by a formal petition signed by over 50% of the department's full-time faculty. Petitions, including a clear rationale for the review, must be submitted in writing to the LFC Executive Board, copying the Libraries Dean. *Code* review requests will receive a formal response from LFC Exec within 30 working days of submission. Approved review requests will be forwarded to CRS.

## C. Review Committee: Committee on Responsibilities and Standing

See *Handbook* II.B.3.a.

## D. Amendment Procedures

### 1. *Proposal Submission*

All library faculty may submit suggestions for updating, clarifying, or editing the *Code* or *Handbook*. Faculty may submit requests directly to the chair of CRS or to the LFC Executive Committee, which will forward requests to CRS.

### 2. *Discussion and Feedback*

CRS drafts proposed *Code* or *Handbook* changes in a memo with a written rationale and submits it to the LFC Executive Chair for inclusion on an upcoming Libraries Faculty Council (LFC) agenda. The LFC Executive Chair distributes the proposal and rationale to members of Libraries Faculty Council no less than two weeks before the meeting where a vote will take place. At the LFC meeting, the CRS Chair presents the proposal, facilitates discussion, and the Council votes on the proposed changes.

### 3. *Voting to Amend the* Code *or* Handbook

a. Voting on changes to the *Code* or *Handbook* requires a quorum of two-thirds of the eligible faculty plus one. Only Tenured/Tenure track Faculty will vote on changes to Appendix B.

b. Amending the *Code* or *Handbook* requires approval by a two-thirds (2/3) majority of the eligible faculty members in attendance at an LFC meeting.

c. Voting will be anonymous, regardless of format, unless otherwise specified.

## E. Dissemination of Changes

*Code* or *Handbook* changes will be reflected in the Minutes of the LFC, which are emailed to all faculty members. See *Handbook* II.B.1.c.vi. A current version of the *Code* and *Handbook* will be in a location accessible to all Libraries faculty.

# V. Faculty Matters

## A. Faculty Appointments

### *1. Search and Selection*

Search and selection processes will follow CSU Human Resources (HR) guidelines and policies stated in *Manual* E.4.2. For a faculty hire, the position description will be reviewed by LFC Exec before being submitted to HR.

### *2. Appointment Types and Ranks*

The minimum requirement for appointment to a faculty position is the terminal degree appropriate to the position. For Libraries faculty, the typical terminal degree is a master's degree from a program accredited by the American Library Association or its international equivalent, though other accredited degrees may also be acceptable.

**a. Instructor**

The rank of instructor is a limited-term appointment that requires little or no prior library experience. Instructors typically work under the direction of their supervisor. Instructor appointments are not career track appointments.

**b. Assistant Professor (Tenure Track or Contract/Continuing)**

Assistant Professor is a beginning career rank. Duties at this rank are performed with more independence and initiative than at the Instructor level, in consultation with the supervisor. Librarians at this rank should display a continuing interest in improving knowledge and skills.

Contract and continuing faculty may remain at this rank indefinitely. Faculty on the tenure track must apply for tenure and promotion at the end of the probationary period, as outlined in the *Manual* E.10.4.

**c. Associate Professor (Tenure Track/Tenured or Contract/Continuing)**

Associate Professor is a career rank. Librarians at this rank should have recognized knowledge and skills. Faculty may remain at this rank indefinitely.

Faculty appointed at the rank of Associate Professor will ordinarily meet the following criteria:

A minimum of six years of experience at an Assistant Professor or equivalent level in an academic library or relevant setting.

Tenured/Tenure-Track Faculty must have a record of active engagement in research and creative activities that includes peer-reviewed publications and other associated scholarly activities.

**d. Professor (Tenured or Contract/Continuing)**

Professor is a career rank. This rank is awarded to faculty with outstanding leadership qualities and a high level of expertise in their assigned areas of responsibility in the Libraries. They are recognized at regional, national, or international levels.

### *3. Workload Distribution*

See *Code* Appendix A.I.

## B. Faculty Evaluation

For Libraries faculty, in alignment with the *Manual* E.12.1, "Teaching, Advising, and Mentoring" primarily consists of "Librarianship." 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.

### *1. Annual Evaluation*

**a. Purpose**

Performance reviews are intended to facilitate continued professional development, to refocus professional efforts when appropriate, to assure that faculty members are meeting their obligations to the University, and to assist faculty in achieving tenure or promotion. See *Manual* E.14.

**b. Procedures**

i. All Libraries faculty members are evaluated annually by their supervisors.

ii. Faculty submit a Faculty Activities Report (FAR) and their current Curriculum Vitae to their supervisor once a year. The FAR highlights achievements in librarianship, service, and research (if appropriate) for the previous calendar year. Supervisors hold an annual meeting with the faculty as part of the evaluation. See *Manual* C.2.5.d.

iii. The evaluation will be in writing. The faculty member will be given the opportunity to append written comments to the evaluation. The evaluation shall be signed by the unit head, the associate dean, and by the faculty member, and the faculty member will receive a copy of the evaluation. See *Manual* C.2.5.e.

iv. Grievances that arise from evaluation of performance or other personnel matters shall be acted upon in accordance with the *Manual* section K.

**c. Criteria**

See *Code* Appendix A.

**i. Librarianship**

In keeping with the multifaceted nature of their discipline, Libraries faculty engage in a broad spectrum of activities, including but not limited to outreach, administration, supervision, and planning. Faculty members should demonstrate effectiveness applicable to their job duties.

**ii. Service**

Faculty members should demonstrate effective contributions to the library and the University. Service to professional organizations is also encouraged.

iii. **Research, Scholarship, and Creative Activities** (if appropriate)

Faculty should demonstrate progress towards scholarly outputs, writing and receiving grants, and/or other creative activities.

**iv. Evaluation Scale**

See the website of the Office of the Provost & Executive Vice President.

## 2. *Periodic Comprehensive Reviews (Phase 1) and Phase 2 Reviews*

**a. Tenure-Track (Phase 1)**
See *Manual* E.14.3.1.

**b. Tenured Faculty (Phase 2)**
See *Manual* E.14.3.2.

## 3. *Promotion and Tenure:*

**a. Tenure-Track and Tenured Faculty**
See *Code* Appendix B.

**b. Contract and Continuing Faculty (Promotion Only)**
See *Code* Appendix C.

**c. Mentoring:**
CSU Libraries recognizes the crucial role mentoring plays in faculty's professional growth, development, and retention. Every new faculty member is entitled to mentoring for at least the first three years of their appointment. For more information, see *Handbook* III.G.

# Appendix A: Criteria and Standards for Reappointment, Promotion, and Tenure

Libraries faculty are evaluated for reappointment, promotion, tenure, and post-tenure review based on the following general criteria: practice of librarianship, service, and, if applicable, research and creative activities. Effort distributions for faculty with supervisory responsibilities may also include supervision, which is addressed under II. Practice of Librarianship. Specific criteria associated with each general area are outlined below; however, these lists are not exhaustive.

## I. Workload Distribution

A faculty member's effort distribution is negotiated with the appropriate unit head and associate dean and should be stated clearly in writing as it forms the framework for annual and comprehensive reviews as well as for tenure and promotion decisions. The following are typical effort distribution.

### A. Tenure-Track Faculty

Pre-tenure, effort distributions are typically 75% Librarianship, 15% Research/Creative Activities, and 10% Service to provide untenured faculty with sufficient opportunity to demonstrate merit and promise for excellence in each area of faculty responsibility. When appropriate, supervision may be a part of the effort distribution.

### B. Tenured Faculty

Post-tenure effort distributions are typically 80% Librarianship, 10% Research/Creative Activities, and 10% Service. When appropriate, supervision may be a part of the effort distribution.

### C. Contract, Continuing and Adjunct Faculty (CCAF)

CCAF positions usually focus on the applied aspects of librarianship, so a typical effort distribution for CCAF is 90% Librarianship and 10% Service. When appropriate, supervision and/or research may be a part of the effort distribution.

## II. Practice of Librarianship

Libraries faculty engage in a wide range of activities reflecting the multifaceted nature of their discipline. They specialize in facilitating access to information and collections, planning, and activities that organize and disseminate knowledge. Librarianship occurs in various settings and may or may not include management, public interaction, or teaching, depending on the role.

Librarianship also includes outreach. Outreach may be evaluated under either Librarianship or Service, depending on its alignment with a librarian's assigned responsibilities. Outreach that directly supports core job functions may be documented as Librarianship, while outreach that represents contributions beyond primary role expectations may be documented as Service.

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

- facilitating intellectual and physical access to the Libraries' collections and other resources across various formats and platforms

- furthering the teaching and research missions of the University through administrative, managerial, development and supervisory activities
- engaging with library users at all levels and fostering ongoing communication across the university
- formulating and implementing Libraries' policies and procedures
- supporting faculty and staff development, including mentoring, training and fostering professional growth
- managing material and financial resources
- conducting individual or group instruction, including development of materials for class use
- developing the Libraries' collections in support of the University's research and instructional missions
- supporting the Libraries' mission through collaborations with stakeholders and leveraging partnerships with external organizations
- incorporating data-driven assessment and other evaluation methods to improve services

# III. Service

Service is a foundational element of academic librarianship, reflecting a commitment to advancing the profession. By contributing to the development and implementation of programs, standards, and guidelines at library, university, regional, national, and global levels, librarians help shape the infrastructure of information access and scholarly communication. Meaningful service often involves collaboration and consensus-building, particularly through active participation in professional organizations and shared governance.

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

- effective participation in library and University committees
- effective participation in professional associations and related professional organizations
- support professional literature through roles such as editing professional newsletters, reviewing manuscripts for journals or conference proposals, and participating in peer review panels
- planning, organizing, or conducting professional conferences, seminars, workshops, and programs
- appraising grant proposals, fellowship applications or other awards
- serving on local, state, national, or international commissions, boards, or agencies that are relevant to the University or profession
- serving in a professional capacity in programs sponsored by student, faculty or community groups
- performing public relations activities that serve the University's interests

## A. Measures by which Service is evaluated

Faculty members should demonstrate effective contributions to the library and the University. Faculty are expected to sustain a service record that corresponds to the expectations of their rank.

Assistant Professors (CCAF), including those who are seeking promotion to Associate Professor, are expected to develop a record of service within the Libraries.

It is expected that Tenured/Tenure Track Faculty seeking promotion to Associate Professor will engage in professional service beyond the university. It is the responsibility of the

individual faculty member to demonstrate impact on the profession.

For promotion from Associate Professor to Professor, both Tenured and CCA faculty will have service accomplishments that include a leadership role in national, regional, or specialized professional organization that aligns with the faculty member's area(s) of expertise.

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; and awards received.

# IV. Research and Creative Activities

Advancement in library and information science relies on both new ideas and the application of established principles. Research may be shared through publications, presentations, reports, and other scholarly channels, whether authored individually or collaboratively. Libraries faculty often engage in cross-disciplinary scholarship, reflecting the interconnected nature of librarianship. Peer review supports the evaluation of such contributions.

Collaborative scholarship in librarianship is recognized as requiring expertise equal to individual research, with each faculty member's contribution clearly identified.

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. Contributions include, but are not limited to: books, articles in journals, chapters in books, etc.
- applying for or receiving grant or contract funds, research awards, fellowships and scholarships
- serving as the primary editor or co-editor for a scholarly book or peer-reviewed journal, including leading the editorial development of special topical journal issues
- presenting papers at conferences and meetings
- producing creative work related to the discipline or specialty

## A. Measures by which Research and Creative Activity is evaluated

### *1. CCAF Faculty*

Unless negotiated as part of the candidate's effort distribution, Research and Creative activity is not considered.

### *2. Tenured/Tenure-Track Faculty*

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.; honors or awards received; citation by other professionals; and other indications of professional recognition.

Tenure Track Faculty seeking 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 must 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 Tenured/Tenure Track Faculty seeking 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 Tenured/Tenure Track Faculty seeking promotion 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.

# Appendix B: Procedures Relating to Tenure and Promotion for Tenured/motion and Tenure Guidelines

Approved by the Libraries Tenured/Tenure Track Faculty on May 5, 2021
Approved by the Office of the Provost on July 28, 2023.

## INTRODUCTION

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.)

## I. CRITERIA FOR TENURE AND PROMOTION

### I.A. 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.

### I.B. 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 the *Criteria,* Appendix A I.B.

### I.C. 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 their field.

### 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.

## I.D. REVIEW PROCEDURES AND MINIMUM STANDARDS

### 1. Tenure and Promotion to Associate Professor

The Libraries Tenured Faculty Committee (TFC) normally facilitates 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 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 a leadership role in national, regional, or specialized professional organizations that are a good match with the faculty member's area(s) of expertise.

## II. TENURED FACULTY COMMITTEE

### II.A. ELECTION OF TFC MEMBERS AND CHAIR; TERMS OF OFFICE

The TFC consists of three 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

a. 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.

b. 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.

c. 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.

d. Supervisors and/or subordinates of candidates under consideration for tenure/promotion are eligible to serve as fully participating members of the TFC.

e. After serving on the TFC, an individual is not eligible for reelection to the TFC for one year.

f. Individuals may serve as TFC Chair no more than once per TFC 2-year term.

g. Assistant/Associate 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 they will not participate in discussions of the case at higher administrative levels.

#### 2. Election Procedures

a. A sufficient number of persons will be elected to bring the total TFC membership to three persons. Terms are staggered such that a maximum of two new members will be elected each year.

b. The persons with the most votes will be considered elected.

c. 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:

   i. They can renegotiate the time frame for submission of the TFC's recommendations to the Dean.

   ii. If a TFC member retires or resigns during their 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.

   iii. An election can be held from the membership of the entire tenured faculty. All Libraries faculty will be informed of substitutions.

## II.B. ADMINISTRATIVE SUPPORT

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. Maintains the calendar of TFC/PC deadlines for promotion, tenure, comprehensive reviews and reappointment. The calendar will include the deadline for the report of recommendations to the Dean.

3. Provides the Chair of the TFC with the University form used for tenure and promotion.

## II.C. 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.D. TFC ORGANIZATION

1. A quorum for a TFC meeting shall be three 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.E. GENERAL PROCEDURES OF TFC AND ITS SUBCOMMITTEES

1. Evaluation forms are used to solicit feedback when necessary.

    a. Testimony of Colorado State University Libraries classified staff will not be solicited.

    b. If appropriate, testimony may be solicited from individuals outside the Libraries at the University. An explanatory letter will accompany each request for information.

    c. 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.

        i. The candidate should not contact possible qualified evaluators, but will be invited to submit a list of names (including contact information) of possible evaluators as required by the provost.

        ii. The list of possible qualified evaluators should be submitted to the TFC/PC when the candidate submits their written intent to the Dean.

        iii. When possible, external reviewers should be faculty members or librarians with faculty status of the aspirational or higher rank.

        iv. 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.”

    d. The Tenured Faculty/TFC/PC does not consider unsolicited input.

2. 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.”

3. 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/Associate Dean. In matters of reappointment after the first year, input from the supervisor is sought on the official evaluation form. Input from the Assistant/Associate 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.

4. TFC/PC requests from each candidate their 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.

5. 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/Associate Dean, and the Dean.

6. 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.

7. 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/Associate 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.

8. 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.

9. 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. 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. Provides supervisor and Assistant/Associate Dean with necessary forms for evaluating the candidate.

8. Maintains a folder of sample documents relevant to the tenure, promotion, and reappointment processes.

9. Brings items of business to LFC and/or Tenure-Track faculty as appropriate. (Deliberations and recommendations about individuals must remain confidential.)

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

## II.G. 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 their resume. These are provided to the TFC, which reviews these materials and forwards to the Dean a recommendation for rank.

c. If a candidate has been awarded tenure at another academic institution with the rank of Associate Professor or Professor, the Tenured Faculty may recommend that the candidate 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 ensure 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.

## III. PROCEDURES FOR REVIEW OF RECOMMENDATIONS FOR REAPPOINTMENT, TENURE, AND ADVANCEMENT IN RANK

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. Prior

service in an academic library or relevant setting may or may not count toward time in rank, and any credit for prior service will be unambiguously stated in the appointment letter. 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.

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/Associate Deans, is expected. To assist in giving input, Tenured Faculty will be provided access to key documents (~~SAR~~FAR, 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/Associate Dean's written annual evaluations. (Revised February 5, 2025.)

For promotion and tenure, documentation of peer-reviewed publications and other scholarly activities should be submitted with the dossier by the calendar deadline. Any dossier updates 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.

The entire Tenured Faculty is expected to attend an annual confidential meeting convened by the TFC Chair (see II.A below), to discuss the candidate's progress toward tenure and promotion. A quorum of the Tenured Faculty for all annual reviews is all three 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.

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/Associate 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.

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/Associate 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/Associate Dean.

Starting with the second annual review, the entire body of the Tenured Faculty will meet to provide input regarding the faculty member for a narrative evaluation to be written by TFC, that speaks directly to progress toward tenure and promotion.

**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/Associate 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/Associate 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 ensure 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.

## III.A. 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.

## III.B. 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/Associate 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/Associate 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, their supervisor, and Assistant/Associate Dean. The Dean will forward a copy of the summary with comment(s) to the Provost.

## III.C. PERIODIC COMPREHENSIVE REVIEWS OF TENURED FACULTY (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).

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/Associate 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 their 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*.

# Appendix C: Promotion Guidelines for Contract and Continuing Faculty

CSU Libraries hires librarians as Contract, Continuing and Adjunct Faculty (CCAF) and may offer continuing or multi-year contracts on a case-by-case basis.

CCAF Librarians are faculty members who share professional and faculty governance responsibilities with their tenured/tenure-track librarian colleagues. In accordance with the Colorado State University Academic Faculty & Administrative Professional Manual (*Manual*) E.2.1, CCAF appointments are "at will" and are subject to termination by either party at any time unless the faculty member has a multi-year contract, in which case the terms of the contract shall stipulate its ending date.

## I. Eligibility for Promotion for Continuing and Contract Faculty

### A. Assistant Professor to Associate Professor

Promotion from Assistant to Associate Professor is based upon the Criteria and Standards for Reappointment, Promotion, and Tenure (*Code* Appendix A) and the *Manual* section E.13. Promotion to the rank of Associate Professor is contingent upon maintaining a high level of performance in carrying out job-related duties and responsibilities as an Assistant Professor or an equivalent rank. Candidates will submit a Statement of Professional Achievements (SOPA) in support of their promotion as outlined in *Code* Appendix C.II.B.3.

In addition, to apply to be promoted to the rank of Associate Professor, the individual will meet the following criteria.

1. Normally the candidate must have served a minimum of the equivalent of 60 months full-time at the CSU Libraries at the rank of Assistant Professor. At least the equivalent of 36 months full-time must have been served at the CSU Libraries as an Assistant Professor with an appointment of 50% or greater. Up to 24 months of prior service in an academic library or relevant setting may or may not count toward time in rank, and any credit for prior service will be unambiguously stated in the appointment letter. See the *Manual* E.13.
2. The candidate must have a record of excellence in performance of professional assignment and a developing record of service within the Libraries. Candidates must submit a dossier that includes a portfolio demonstrating effective and/or innovative approaches to job duties in fulfillment of the Criteria as outlined in Appendix A. Accomplishments will be evaluated in terms of outcomes, results, and impact.
3. Growth in leadership in both librarianship and service should be demonstrable.
4. In those cases where research has been approved along with Librarianship, sustained engagement in a program of research and creative activity should be demonstrated.

### B. Associate Professor to Professor

Promotion from Associate Professor to Professor is based upon the Criteria and Standards: Reappointment, Promotion, and Tenure (*Code* Appendix A) and the *Manual* E.13. Promotion to the rank of Professor is contingent upon maintaining a high level of performance in carrying out job-related duties and responsibilities as an Associate Professor or an equivalent rank. Candidates will submit a Statement of Professional Achievements (SOPA) in support of their promotion as outlined in *Code* Appendix C.II.B.3.

In addition, to be promoted to the rank of Professor, the individual will meet the following criteria:

1. Normally the candidate must have served a minimum of the equivalent of 60 months full-time at the CSU Libraries at the rank of Associate Professor. At least 36 of these months must have been served at the CSU Libraries as an Associate Professor with an appointment of 50% or greater. Up to 24 months of prior service in an academic library or relevant setting may or may not count toward time in rank, and any credit for prior service will be unambiguously stated in the appointment letter. See the *Manual* E.13.

2. Continued record of excellence in librarianship while in rank as Associate Professor and evidence of the highest levels of performance in professional assignment. Accomplishments will be evaluated in terms of outcomes, results, and impact.

3. A demonstrable record of substantial contributions of a continuing nature to the Libraries. The dossier must include a portfolio of impactful projects or initiatives that might include major library-related projects with significant organizational impact, collaborations that support the Libraries' strategic initiatives, and/or a variety of other library-related activities beyond the candidate's primary job duties. For each project/initiative, the candidate's SOPA must include the name of the project/initiative, a short description that includes the project's impact, and specific examples of the ways that the candidate contributed to the outcomes.

4. Service accomplishments should have achieved a measure of regional, national, or international recognition. Service will include leadership in national, regional, or specialized professional organizations that are a good match with the faculty member's area(s) of expertise. These criteria will also apply to candidates who have a negotiated research component in their effort distribution.

## II. Candidate Resources and Responsibilities

See *Handbook* III.F for a detailed explanation of the process.

Successful promotion applications require letters of support from the candidate's immediate supervisor and/or Associate Dean. Potential candidates must confirm their supervisor and/or Associate Dean's support for the anticipated promotion timeline prior to initiating any action regarding promotion, including requesting a pre-promotion review. Supervisors are responsible for mentoring faculty in promotion and professional development, and must discuss these topics during each annual evaluation, following the timelines outlined in the promotion calendars

A. Twelve months before a candidate plans to apply for promotion, they may request a pre-promotion review from the Promotion Process Subcommittee (PPS). The PPS will review the candidate's dossier and make suggestions to improve the dossier in preparation for promotion. [optional].

B. Each candidate for promotion to Associate Professor or Professor will submit a dossier that includes the following:

   1. Curriculum Vitae

   2. Statement of Professional Achievements (SOPA)

      Note: Limit SOPA to six (6) pages, an accessible sans-serif font, 11 pt. minimum, single-

spaced. Brevity and conciseness are greatly encouraged.

The candidate should relate their accomplishments to the criteria listed in the appropriate library rank description. The SOPA is not a self-evaluation; however, it provides an opportunity for the candidate to discuss what inspires their work. The statement should address the individual's work in each area of their effort distribution, and candidates are encouraged to focus on accomplishments that clearly demonstrate the impact and value of their work, rather than just present a list of activities. Candidates may include unsuccessful efforts at innovation and experimentation; professional growth may be demonstrated through insights gained and lessons learned.

3. A dossier that includes a portfolio of supporting documentation to demonstrate fulfillment of the promotion guidelines outlined in *Code* Appendix C.I. The documentation will include examples of Librarianship, Service, and, if applicable, Research & Creative Activity as outlined in the Criteria, *Code* Appendix A.

4. Faculty Activity Reports (FARs) or equivalent output from a faculty reporting system for the past 5 years. Faculty who received prior service credit may have fewer CSU FARs to submit.

C. The candidate has the option of suggesting additional reviewers. The candidate cannot contact possible qualified reviewers.

# Appendix D: Evaluation of the Dean of Colorado State University Libraries

Approved by LFC March 7, 2018  Revised April 5, 2023
Approved by the Office of the Provost July 28, 2023.

### Purpose:

The evaluation allows all Libraries faculty members to provide regular, ongoing, and constructive input into the Dean's management of and planning for the Libraries.

### Procedures for the Dean's evaluation

- A "Roles and Responsibilities" document will be requested from the Dean to address the broad range of leadership roles and responsibilities from the previous year and add context to any issues. This document will be requested for delivery to the Libraries Faculty Council (LFC) Executive Board within a reasonable deadline before the distribution of the Provost's annual Deans' evaluation survey. The creation of this document is optional for the Dean.

- The "Roles and Responsibilities" document (if available) will be distributed to all Libraries faculty by the LFC Executive Board

- The LFC Executive Board will encourage all Libraries faculty to respond to the annual Deans' evaluation survey distributed by the Office of the Provost.

- If in any year the Provost does not send out an evaluation survey, the Committee on Responsibilities and Standing of Libraries Faculty will create an instrument to assist the LFC Executive Board in conducting an evaluation of the Dean, with results and comments to be submitted to the Office of the Provost.