



Library System Guidelines for Appointment, Promotion, and Retention of Library Faculty

INTRODUCTION

This document sets forth the criteria and guidelines for the appointment, promotion, and retention of Kennesaw State University Library System Faculty. It outlines the role of library and library administrative faculty within the Kennesaw State University Library System, the university, and the library and higher education profession. It is designed to provide a clear path of professional development that encourages personal growth, leadership within the institution and profession, and contributions to the profession through scholarship and professional service. These criteria and procedures are used to ensure library and library administrative faculty members are reviewed on equitable terms that adequately recognize the differences in individual Departments, positions, and contributions.

The criteria and guidelines reflect the standards set forth by the Board of Regents Policy Manual¹ and the Kennesaw State University Faculty Handbook.²

Library and Library Administrative Faculty Membership

The Kennesaw State University Library System faculty is composed of full-time contracted librarians who meet the criteria for library faculty or library administrative faculty status.

Library and Library Administrative Faculty Status

Full-time contracted librarians in the Kennesaw State University Library System have faculty status. Librarians with administrative contracts are library administrative faculty. Both library and library administrative faculty members may be tenure or non-tenure track. As of January 6, 2015, all incoming library and library administrative faculty are appointed as non-tenure track. All library faculty possess the following privileges and responsibilities, as defined in the library bylaws: voting rights, eligibility for library faculty elected committees and appointments, and the right to serve as an elected library faculty representative on the University Senate. All library administrative faculty possess the following privileges and responsibilities, as defined in the library bylaws: voting rights and eligibility for non-elected library faculty committees and

¹ Board of Regents Policy Manual:

https://www.usg.edu/policymanual/section8/C245/#p8.3.6_criteria_for_promotion

² The Kennesaw State University Faculty Handbook is updated on an annual basis. This document makes section references to the 2020-2021 edition. The Kennesaw State University Faculty Handbook, 2020-2021 is located at: <http://catalog.kennesaw.edu/content.php?catoid=52&navoid=3725>

appointments.

Library and library administrative faculty are appointed in accordance with guidelines recognized by the Kennesaw State University Office of Academic Affairs and may be promoted within the ranks of Librarian Assistant Professor, Librarian Associate Professor, and Librarian Professor. While the purpose of promotion through ranks is to provide a clear career path for individual development and to encourage leadership within the organization and profession, the holding of academic rank is independent of one's job responsibilities, years of service, administrative responsibility, or position within the Library System.

Role of Library and Library Administrative Faculty

The Kennesaw State University Library System faculty provide professional library services and leadership in support of the educational, research, and service functions of the university, profession, and community. To that end, professional librarianship is defined within the field as "professional library service in support of the educational, scholarship, and service functions of the university" (Kennesaw State University Faculty Handbook, Section 3.8).

Scholarship and creative activity is "broadly defined in the institution's mission statement as a wide array of activities that contribute to the advancement of knowledge, understanding, application, problem solving, aesthetics, and pedagogy in the communities served by the University" (Kennesaw State University Faculty Handbook, Section 3.3B).

For library faculty, "professional service involves the application of a library faculty member's academic and professional skills and knowledge to the completion of tasks which benefit" the Library System, the University, the community, or the profession (Kennesaw State University Faculty Handbook, Section 3.3C). Library administrative faculty are encouraged to engage in service "activities such as faculty development, fundraising, fiscal management, personnel management, and public relations" (Kennesaw State University Faculty Handbook, Section 3.3C).

APPOINTMENT

The terminal degree appropriate for initial appointments to all academic ranks as a library faculty or library administrative faculty member in the Kennesaw State University Library System is an ALA-accredited master's degree or international equivalent in librarianship/information science.

When determining the initial appointment of a library faculty member, the Dean of the Library System evaluates the candidate's experience and qualifications in consultation with the Assistant/Associate Dean (s), appropriate Department Chair, and search committee, and will collaborate to recommend an appropriate rank to Kennesaw State University's Office of Academic Affairs. When determining the initial appointment of a library administrative faculty member, the Dean of the Library System evaluates the candidate's experience and qualifications in consultation with the Assistant/Associate Dean (s) and Department Chair, collaborating to recommend an appropriate rank to Kennesaw State University's Office of Academic Affairs.

ANNUAL EVALUATIONS

The Kennesaw State University Library System endorses the principles of library faculty evaluations as required by the Board of Regents of the University System of Georgia³ and by Kennesaw State University.⁴ The Kennesaw State University Library System recognizes evaluations to be a means to assist the individual library faculty member in assessing and further developing positive skills in the areas of librarianship, scholarly activities, and service.

Annual Evaluation Process⁵

In accordance with university policy, all library and library administrative faculty members in the Kennesaw State University Library System undergo regular reviews during the course of their employment at Kennesaw State University so that they have a clear idea of how they are performing and progressing toward successfully achieving promotion (Board of Regents Policy Manual, Section 8.3.5). For library and library administrative faculty, promotion is an entirely voluntary undertaking that is embarked upon by the decision of that faculty member. However, annual reviews are intended to assess library and library administrative faculty development and provide librarians with additional assistance in ensuring continuous intellectual and professional growth. Librarians should describe how they met their Faculty Performance Agreement (FPA) goals in their Annual Review Document (ARD). In January of each year, the Department Chair or direct supervisor conducts an annual review of faculty member's activity (provided in the ARD) in relation to the FPA goals for the previous calendar year.

Review Schedule for Library and Library Administrative Faculty

The Kennesaw State University Faculty Handbook, Section 3.12A outlines the annual review schedule for all faculty members. Library Administrative Faculty are also subject to an administrator review that is detailed in the Kennesaw State University Faculty Handbook, Section 3.12B. The Kennesaw State University Faculty Handbook, Section 3.13 outlines the multi-year review schedule for all faculty members.

WORKLOAD GUIDELINES

Workload Model for Library and Library Administrative Faculty

The purpose of this workload model is to describe the varied work Kennesaw State University library and library administrative faculty do as well as establish an agreed-upon framework for discussions of that work. All library and library administrative faculty are expected to perform work in librarianship, scholarship, and service, where librarianship should be the primary work focus. This work is divided into percentages that must add up to 100%, and no project or assignment may be counted in two different categories. All library and library administrative faculty will negotiate the standards they will be expected to meet in their Faculty Performance

³ Board of Regents Policy Manual, Section 8.3.5.1.

⁴ Kennesaw State University Faculty Handbook, Section 3.12.

⁵ See Kennesaw State University Faculty Handbook, Section 3.8, for additional information regarding the faculty review process.

Agreement (FPA) with their supervisor and/or Department Chair. Final approval of workload resides with the Dean of the Kennesaw State University Library System. Examples of Kennesaw State University Library System workload guidelines follow:

- Librarianship: 60%-85%
- Scholarship: 5%-20%
- Service: 10%-20%

Below are some library and library administrative faculty workload distributions examples:

<i>Librarian Assistant Professor</i>	<i>Librarian Associate Professor</i>	<i>Librarian Professor</i>
Librarianship: 85% Scholarship: 5% Service: 10%	Librarianship: 80% Scholarship: 10% Service: 10%	Librarianship: 70% Scholarship: 15% Service: 15%

Librarianship

Library faculty provide a wide variety of professional activities that “engage students, colleagues, and others in activities that facilitate learning and contribute to learner development and educational advancement” (Kennesaw State University Faculty Handbook, Section 2.4).

Professional librarianship includes, but is not limited to, the following activities:

- Ensuring high quality research consultations and comprehensive reference services to students, faculty, and other users.
- Providing or enhancing equitable access to information and contributing to networked information resources.
- Evaluating, acquiring, organizing, managing, and preserving information resources in a broad range of formats.
- Creating an environment conducive to learning and scholarship.
- Teaching information literacy concepts using best andragogical practices.
- Coordinating the activities of a unit, program, or service that supports the mission of the Kennesaw State University Library System.

Library administrative faculty members have “administrative matters as their primary areas of responsibility.” These include, but are not limited to, the following activities (Kennesaw State University Faculty Handbook, Section 3.11 and Section 1.2.3):

- Providing administrative oversight and academic leadership in the operations of their area
- Managing the personnel and operations of their departments
- Performing annual evaluations of those in their department
- Serving on the administrative team of the Dean
- Overseeing library faculty development
- Performing fiscal management
- Leading public relations activities and initiatives

The minimum workload effort expected in the area of librarianship for the typical library and library administrative faculty member is 60%. As negotiated by individual library faculty

members, librarianship workload may be divided into two areas, general and position-specific duties. If divided, position-specific librarianship should include activities directly related to the unique position held by the individual. General librarianship should encompass additional professional duties which are shared with other library faculty colleagues, but which are not directly related to the individual's unique position.

Scholarship, Research, and Creative Activity

The standard scholarship, research, and creative activity workload for library and library administrative faculty ranges from a minimum of 5% to a maximum of 20%. Librarian Assistant Professors may only exceed 10% scholarship workloads after obtaining express approval from their supervisor, Department Chair, and Dean of the KSU Library System. Scholarly and creative accomplishments are evaluated based on length, complexity, selectivity, and impact, as described in a faculty member's Annual Review Document. To be considered a scholarly activity, the faculty member must show tangible evidence of active engagement in pursuits that lead to the creative use of existing and new knowledge or to the advancement of the librarian's area of expertise.

Service

The standard service workload for library and library administrative faculty ranges from a minimum of 10% to a maximum of 20%; in this instance, a 10% service workload represents approximately 120 hours and should be monitored by the individual (Kennesaw State University Faculty Handbook, Section 3.3). A library and library administrative faculty member's service history should develop over the course of their career at Kennesaw State University. This gradual development may include service to the individual's Department, the Kennesaw State University Library System, the University, professional organizations, and community groups. Service at the Department and Kennesaw State University Library System levels are "essential to the life of the institution" and should be valued accordingly (Kennesaw State University Faculty Handbook, Section 3.3).

PROMOTION

At Kennesaw State University, promotion decisions are to be based on discipline-specific departmental criteria and Library System criteria. The Kennesaw State University Library System functions as a college within the university and is expected to establish standards for promotion that reflect comparable levels of accomplishment across the university and profession. This section outlines the promotion standards set for all library faculty at Kennesaw State University.

Purpose of Promotion Process and Procedures

The purpose of the promotion process is to acknowledge the continuous and cumulative contributions of library and library administrative faculty to the Kennesaw State University Library System. It also provides a system that encourages continuous improvement in the fulfillment of the Kennesaw State University Library System's role in supporting the teaching,

service, scholarship, and research mission of the University. Promotion involves recognition for past achievements and professional growth as well as the Library System's confidence in the individual's future accomplishments. This process leads librarians to high levels of professional competency and recognition within the Library System, University, profession, or community. The Library System commits to supporting the work of library faculty members throughout their careers.

The purpose of the procedures for promotion is to provide a formalized and equitable system for the review and evaluation of library and library administrative faculty performance. The criteria are intended to help clarify expectations for performance and to assure consistency in the evaluation process. The criteria are meant to be challenging, but achievable. To meet these criteria, the candidate shall provide evidence of a continuous and cumulative record of performance and achievement, that are appropriate to the rank being sought, and demonstrate professional growth within the candidate's area of responsibility. Such achievements are marked at each successive stage by more initiative, increased creativity, expanded responsibility, greater participation, professional recognition, or a wider reach/audience.

Evidence of all categories of performance can be adduced from: 1) a narrative from the candidate detailing qualifications for promotion, 2) the candidate's annual evaluations, and 3) documentation of accomplishments and contributions to their department, the library, the university, the profession, or the community.

Categories for Evaluation

As noted previously, the purpose of rank is to provide a clear career path for individual development as a library professional and encourage leadership within the organization and the profession. Within the Kennesaw State University Library System, library and library administrative faculty will be evaluated for promotion in the three general areas of librarianship, scholarship, and service with librarianship being most important. Administrative duties if applicable are listed under librarianship. Positive recommendations from review committees and administrators are contingent upon the candidate's demonstrating that they have met the minimum standards for the next professorial rank in the year prior to the candidate's application for promotion (refer to the candidate's appropriate Department Guidelines for Appointment, Promotion, and Retention of Library Faculty). Candidates who do not consistently meet the majority of job performance expectations without demonstrating the ability to improve weak performance areas will not be promoted even if excellence is achieved in the other promotion criteria categories.

Library and library administrative faculty are evaluated with three levels of accomplishment. These are:

- Does not meet expectations
- Meets expectations
- Exceeds expectations

Library and library administrative faculty applying for promotion are required to create a portfolio that communicates a compelling argument supporting the specific application in rank. In all cases evaluation of faculty performance will be based on evidence of the quality and significance of the individual faculty member's librarianship, service and scholarly accomplishments in their respective areas of emphasis (Kennesaw State University Faculty Handbook, Section 3.3). Neither the possession of a terminal degree nor additional advanced degrees / certificates, nor longevity of service is a guarantee of promotion (Board of Regents Policy Manual, Section 8.3.6.2).

Librarianship

Library and library administrative faculty perform professional tasks that require a special background and education in librarianship. They plan, organize, communicate, and administer programs or services to Kennesaw State University students and faculty. Candidates must be judged on criteria appropriate to their rank.

The basic quality which must be evident for promotion in academic rank is the ability to perform at a high professional level in areas contributing to the educational and research mission of the institution. Examples of professional tasks are outlined in departmental guidelines.

The majority of library and library administrative faculty workloads is spent on librarianship activities and, as a result, performance evaluations for this category should serve as compelling arguments in favor of, or against, promotion. Consistent evaluations of Exceeds Expectations should weigh favorably in library faculty applications for promotion.

Administrative duties are not a prerequisite for promotion, excepting among library administrative faculty. Those in administrative roles should demonstrate the quality and significance of their leadership and administration, especially how effectively they foster the requisite fiscal, physical, interpersonal, intercultural, international, and intellectual environment (Kennesaw State University Faculty Handbook, Section 1.2.3).

Scholarship, Research, and Creative Activity

Library and library administrative faculty are actively involved in the intellectual and scholarly developments in their discipline. Review committees and administrators will evaluate an individual's scholarship or creative work in terms of its quality, recognition among peers, and significance to the library profession. A candidate's scholarship should be recent and show a cumulative progression of activity. Specific information regarding measures of the quality and significance of scholarly activity and scholarship can be found in the faculty member's appropriate Department Guidelines for Appointment, Promotion, and Retention of Library Faculty

Service

Service to the Kennesaw State University System and Kennesaw State University is defined as the individual's contribution to their department, the library, the University, the community, and

the profession. Library faculty are expected to participate in the governance and development of the library through service on library faculty committees and other opportunities that contribute to the management and growth of the library. Library administrative faculty are expected to participate in the governance and development of the library through activities related to faculty development, fundraising, fiscal management, personnel management, and public relations (Kennesaw State University Faculty Handbook, Section 3.3C).

Department-specific information regarding measures of the quality and significance of service can be found in the Department Guidelines for Appointment, Promotion, and Retention of Library Faculty.

Length of Service / Time in Rank

The library faculty and the library administrative faculty member's length of service with Kennesaw State University shall be taken into consideration in determining whether or not the individual might be eligible to be promoted. Annual contracts include information from the Kennesaw State University Office of Academic Affairs on when an individual is first eligible to consider applying for promotion. Promotion in rank occurs as follows:

- Librarian Assistant Professors must possess a minimum of four years in librarian assistant professor rank at Kennesaw State University to be eligible for promotion to the rank of Librarian Associate Professor.
- Librarian Associate Professors must possess a minimum of four years in librarian associate professor rank at Kennesaw State University to be eligible for promotion to the rank of Librarian Professor.

In general, applying for early promotion is not encouraged, and strong justification must be provided to support any consideration of 'early' promotion wherein the individual has served fewer than the number of years in rank at the current institution (Board of Regents Academic & Student Affairs Handbook, Section 4.5). For approval for early promotion please see the Kennesaw State University Faculty Handbook, Section 3.8A.

Responding to Recommendations

Any promotion candidate who receives a positive or negative recommendation at any stage of the promotion process may respond to that recommendation in writing within ten calendar days, according to the process described in Kennesaw State University Faculty Handbook, Section 3.12B.

A negative recommendation by the Promotion Committee, Department Chair, or Dean will automatically be reviewed by the Library Faculty Promotion Appeals Committee with the faculty member's appropriate Department Guidelines for Appointment, Promotion, and Retention (unless the promotion candidate withdraws their application for promotion within the period specified by the Kennesaw State University Faculty Handbook, Section 3.12B).

Retention

In order to contribute fully to the fulfillment of the missions of the university and library, library and library administrative faculty must demonstrate contributions to the library throughout their careers at the Kennesaw State University Library System. Once an individual has attained a particular rank, they must continue to meet the criteria for that rank in librarianship, scholarship, and service. Such continual progress and development will be an integral part of the regular, annual goal setting and performance evaluation process. All library and library administrative faculty members are subject to the review process.

Board of Regents Policy on Non-Renewal of Contracts

All non-tenured library faculty who have been awarded academic rank (Librarian Assistant Professor, Librarian Associate Professor, Librarian Professor), are employed under written contract, and who served full-time for the entire previous year have the presumption of renewal of the next academic year unless notified in writing, by the president of the institution or his/her authorized representative, of the intent not to renew. Written notice of intent not to renew shall be delivered by hand or by certified mail, to be delivered to the addressee only, with receipt to show to whom and when delivered and the address where delivered (Board of Regents Policy Manual, Section 8.3.4.2).

Non-tenured library faculty and other non-tenured personnel employed under written contract shall be employed only for the term specified in the contract, and subsequent or future employment, if any, shall result solely from a separate offer and acceptance requisite to execution of a new and distinct contract.

Notice of intention to not renew a non-tenured library faculty member who has been awarded academic rank (Librarian Assistant Professor, Librarian Associate Professor, Librarian Professor) shall be furnished, in writing, according to the following schedule:

1. At least three (3) months before the date of termination of an initial one-year contract;
2. At least six (6) months before the date of termination of a second one-year contract;
3. At least nine (9) months before the date of termination of a contract after two or more years of service in the institution.

This schedule of notification does not apply to persons holding temporary, limited term, or part-time positions, or persons with courtesy appointments such as adjunct appointments (Board of Regents Policy Manual, Section 8.3.4.2).

A review of “Does Not Meet Expectations” in one or more categories may result in a faculty development plan or performance improvement plan (PIP). Library faculty may be removed for cause or other special circumstances. For more information on what constitutes cause, see the Kennesaw State University Handbook, Section 4.1.9.

Criteria for All Library Faculty Ranks

All library faculty that meet the basic criteria may advance through the ranks established by the Board of Regents and Kennesaw State University, with the following provisions (Board of Regents Policy Manual, Section 8.3.8):

1. Individuals employed in non-tenure track positions shall not be eligible for consideration for the award of tenure.
2. Probationary credit toward tenure shall not be awarded for service in non-tenure track positions.
3. Notice of intention not to renew contracts of non-tenure track personnel who have been awarded academic rank (Librarian Assistant Professor, Librarian Associate Professor, Librarian Professor) shall follow the schedule required for tenure track personnel.
4. Individuals employed in non-tenure track positions may apply on an equal basis with other candidates for tenure track positions which may become available.

The advancement of professional rank is by application. The criteria listed under each rank, outlined in departmental guidelines, indicate the level of achievement candidates are expected to meet or exceed in order to be promoted to that rank. In all cases, evaluation of faculty performance will be based on evidence of the quality and significance of the individual faculty member's accomplishments in their respective areas of emphasis (Kennesaw State University Faculty Handbook, Section 3.3). The length of service in rank required is indicated for promotion to the ranks of Librarian Assistant Professor, Librarian Associate Professor, and Librarian Professor. These criteria exclude the year in which promotion would be considered. A librarian must meet the criteria established for the successive rank in order to be promoted to that rank. Items used for a previous promotion in rank are not applicable for the next promotion. Activities performed as part of one's job can only be listed under job performance. Only material published or accepted for publication and activities completed prior to date of portfolio submission will be considered.

General Expectation for Promotion

The Kennesaw State University Handbook contains a detailed discussion on promotion in rank that applies to all Kennesaw State University faculty members. In addition, the Faculty Promotion Guidelines of the candidates' department outlines commonly accepted department-specific measures of quality and significance of scholarship as well as measures of quality and significance of activities in librarianship and service. At all levels of review, the rationale for the promotion decision must be stated in a letter to the candidate with specific and detailed reference to the departmental guidelines in justifying the decision that has been made.

Promotion plays an important role in the career of the library faculty; therefore, these guidelines will be provided to each candidate for a library faculty position and reviewed with each new member of the library faculty. The library faculty member's supervisor and department chair will be responsible for keeping track of the promotion process with the library faculty member and must discuss opportunities and means to progress toward fulfilling applicable promotion requirements. During the annual evaluation process, the library faculty member's supervisor is

also to review the library faculty member's progress in the areas of librarianship, scholarship, and service. It should be said, however, that application for promotion is optional, not mandatory. Library faculty must indicate in writing during the annual review process their intent to apply for promotion. Failure to do so will result in the faculty member having to wait another review cycle to apply. Library faculty may withdraw from the promotion cycle any time up to the application process being sent to the Provost and Vice President for Academic Affairs (Kennesaw State University Faculty Handbook, Section 3.12B).

Department Chairs

The promotions process will follow the guidelines as outlined in "Multi-Year Reviews" of the Kennesaw State University Faculty Handbook, Section 3.12.B. Department Chairs are responsible for consulting with a library faculty member's direct supervisor concerning the application process, where applicable. Department chairs, regardless of rank, may review the portfolio of any library faculty member within their Department.

Promotion Timeline

At the time designated in the calendar for promotion an announcement and review schedule will be sent, by the Office of Academic Affairs, to all members of the faculty soliciting applications for promotion (Kennesaw State University Faculty Handbook, Section 3.12.B). Candidates for promotion will prepare their portfolio for submission to their Department's Library Faculty Promotion Committee by the specified date in the calendar.

External Letters

The library faculty made a decision in 2017 to not require external letters for scholarship in an application for promotion. Library faculty who wish to have letters of support for their promotion, including external letters of recommendation concerning scholarship, may do so, and will follow the procedures and requirements for such as outlined in the Kennesaw State University Faculty Handbook.

Documentation

It is the candidate's responsibility to provide evidence and create a compelling argument that the promotion requirements of the library and the university, as set forth in this document, have been met. Documentation of a candidate's readiness for promotion should be organized into an electronic portfolio. All scholarship work submitted for promotion consideration must be completed or accepted for publication before the due date for submission of the dossier. The Department Library Faculty Promotion Committee's responsibility is to evaluate this evidence and make a recommendation for or against promotion.

The library faculty member's portfolio must be created by using a university approved electronic portfolio system. The portfolio contents will follow the same guidelines as that of tenured and tenure track faculty who are reviewed for tenure and promotion (see the Kennesaw State University Faculty Handbook, Section 3.12.B, Portfolio Guidelines and Contents).

A library faculty member who has applied for promotion may withdraw from the process at any time up until their application reaches the Provost and Vice President for Academic Affairs. To withdraw, the library faculty member must complete and submit the elective withdrawal form found on the Faculty Affairs section of the Academic Affairs website.

Similar to the annual review process, library faculty have the option to respond in writing within 10 calendar days after receiving reviews of their performance. Response letters are directed to the reviewing committee or next level administrator and copied to the next level of review. This response will become part of the portfolio that will be forwarded to the subsequent levels of review. The response letter should address the interpretation of the information in the portfolio, but it should not include new evidence to be considered in the review process. The reviewer (committee or administrator) does not respond to this letter.

DOCUMENT HISTORY

The Library System Guidelines for Appointment, Promotion, and Retention of Library Faculty was first adopted on 6/25/2014 and was last amended by the faculty on 10/23/2020.

Kennesaw State University
Academic Affairs

Approval Form for College Promotion and Tenure Guidelines

A copy of this form, completed, must be attached as a cover sheet to the College guidelines.

I confirm that the attached guidelines, dated 10/23/2020, were approved by the faculty of the Kennesaw State University Library System in accordance with college bylaws:

College Faculty Council Approval – I approve the attached guidelines:

DocuSigned by:
Chris Morris November 12, 2020

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Chris Morris / CFC chair Signature/ Date

College P&T Review Committee Approval - I approve the attached guidelines:

DocuSigned by:
Nashieli Marcano November 12, 2020

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Dr. Nashieli Marcano / Committee chair Signature/ Date

College Dean Approval – I approve the attached guidelines:

DocuSigned by:
David Evans November 12, 2020

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Dr. David Evans Signature/ Date

Provost Approval – I approve the attached guidelines:

DocuSigned by:
Kathy Schwaig November 13, 2020

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Dr. Kathy Schwaig Signature/ Date