

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 faculty within the library, the university, and the profession, and describes the privileges of library faculty status. It is designed to provide a clear path of professional development that encourages personal growth, leadership within the institution, and contributions to the profession through scholarship and professional service. These criteria and procedures will ensure library faculty members are reviewed on equitable terms that adequately recognize the differences in individual positions and contributions.

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

Library Faculty Membership

The Kennesaw State University Library System faculty is composed of full time contracted librarians who meet the criteria for library faculty status. They provide professional library service in support of the educational, research, and public service functions of the university.

Library Faculty Status

Full-time contracted librarians in the Kennesaw State University Library System have library faculty status. Library faculty members are both tenure and non-tenure track. As of January 6, 2015, all incoming library faculty will be appointed as non-tenure track library faculty. All library faculty possess the following privileges, as defined in the library bylaws: voting rights, eligibility for committee service, and the right to serve as an elected library faculty representative on the University Senate. All library faculty are appointed 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.

Role of Library Faculty

The Kennesaw State University Faculty Handbook indicates that library faculty members are to be evaluated in four areas: "teaching, supervising, and mentoring of students, research and creative activity, professional service, and administration and leadership" (Section 3.2). Furthermore, "the primary purpose of university library faculty is to 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). To that

end, professional librarianship (as defined in the Kennesaw State University Faculty Handbook, Section 3.6.B.4) is professional library service in support of the educational, research, and service functions of the university. Professional librarianship includes, but is not limited to, the following activities:

- Ensuring high quality service, consultation, and comprehensive reference services to students, faculty, and other clients
- Providing enhanced access to information and contributing to global, networked information resources
- Acquiring, organizing, managing, and preserving information resources in a broad range of formats
- Creating an environment conducive to learning and research
- Teaching information retrieval and evaluation using current and emerging technologies

Research 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 University, the community, or the profession” (Kennesaw State University Faculty Handbook, Section 3.3C).

The last category, administration and leadership, includes activities like “library faculty development, fundraising, fiscal management, personnel management, public relations, and other activities that are not traditionally captured in one of the other three performance areas” (Kennesaw State University Faculty Handbook, Section 3.4D).

APPOINTMENT

The terminal degree appropriate for initial appointment to all academic ranks as a library faculty member in the Kennesaw State University Library System is an ALA-accredited master’s degree or international equivalent in librarianship/information science. For those library faculty with specialties in other areas, such as archives or automation, an additional master’s degree in the appropriate field may be a valid terminal degree.

When determining the initial appointment of a library faculty member, the Dean and the Assistant Vice-President for Library Services will evaluate the candidate’s experience and qualifications in consultation with the Associate Dean and Library Director and will recommend an appropriate rank to the Office of the Provost and Vice President 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 Georgia¹ and by Kennesaw State University.² 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 job performance, scholarly activities, administration and leadership, and service, both internal and external to the institution. As stated in the Kennesaw State University Faculty Handbook, each library faculty member shall be evaluated annually in writing by the library faculty member’s department chair with input from their direct supervisor on the basis of scholarly attainment and professional growth as evidenced by (a) teaching activity and effectiveness;³ (b) research, publication, and creative or scholarly activity; and (c) institutional and professional service activities (d) administration and leadership (Section 5.III.A). Annual evaluations are important to both the cumulative review and promotion process as a means of assessing personal growth, leadership within the institution, and contributions to the profession through scholarship and professional service.

CUMULATIVE REVIEW⁴

In accordance with university policy, all library faculty members in the Kennesaw State University Library System will undergo cumulative reviews during the course of their employment at Kennesaw State University so they have a clear idea of how adequately they are progressing toward successfully achieving promotion. Promotion is an entirely voluntary undertaking that is embarked upon by the decision of that faculty member. However, cumulative review is intended to assess library faculty development goals and achievements and provide additional assistance to library faculty in ensuring continuous intellectual and professional growth.

All library faculty will be subject to a cumulative review process according to the following schedule, following the calendar laid out in the Kennesaw State University Faculty Handbook, Section 3.8:

Library faculty Rank	Cumulative Review Schedule
For library faculty hired at the rank of Librarian Assistant and Librarian Associate Professor:	<ul style="list-style-type: none"> • The first cumulative review will occur three years after the date of initial appointment.* • Subsequent cumulative reviews will occur every five years after the first cumulative review, or if promoted, every five years after the date of promotion.

¹ Board of Regents Policy Manual, Section 8.3.5.1.

² Kennesaw State University Faculty Handbook, Section 3.7.

³ For librarians in the Kennesaw State University Library System, job performance, as it relates to professional librarianship, replaces teaching as one of the evaluation categories (Kennesaw State University Faculty Handbook, Section 3).

⁴ See Kennesaw State University Faculty Handbook, Section 3.8, for additional information regarding the cumulative review process.

For library faculty hired at the rank of Librarian Professor:	<ul style="list-style-type: none">• The first cumulative review will occur three years after the initial appointment.• Subsequent cumulative reviews will occur every six years after that.
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*If a library faculty member seeks review for promotion within one year of a scheduled cumulative review, the cumulative review is superseded by the promotion review.

PROMOTION

At Kennesaw State University, promotion decisions are to be based on discipline-specific departmental criteria and college criteria. The Kennesaw State University Library System is considered to be a unit comparable to colleges within the university and is expected to establish standards for promotion that reflect comparable levels of accomplishment across the university. This section builds upon 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 reward continuous and cumulative contributions and performance, and to provide a system that encourages continuous improvement in the knowledge and skills necessary to fulfill the Kennesaw State University Library System's role in support of the teaching, service, scholarship, and research mission of the University. Promotion involves recognition for past achievements and the library's confidence in future accomplishments leading to the highest level of competence and recognition of each library faculty member. The library commits to support the work of the library faculty member throughout her or his career. The library faculty member commits to continue to grow as a professional and to contribute significantly to the goals of the university, the library, and the profession. Promotion is based upon consistently demonstrated contributions made in the four general areas of job performance (librarianship), scholarship, service, and when applicable, administration, with job performance being most important. A candidate who does 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.

The purpose of the procedures for promotion is to provide a formalized and equitable system for the review and evaluation of library 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, and a wider reach/audience.

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 faculty will be evaluated for promotion in four categories.⁵ These are:

- Job performance (librarianship)
- Scholarship
- Service
- Leadership and administration

As stated in the Board of Regents Policy Manual, “Noteworthy achievement in all four of the above need not be demanded, but should be expected in at least two. A written recommendation should be submitted by the head of the department concerned setting forth the reasons for promotion. The library faculty member’s length of service with an institution shall be taken into consideration in determining whether or not the library faculty member should be promoted” (Section 8.3.6.1). In all cases evaluation of faculty performance will be based on evidence of the quality and significance (see Section 3.4 of the KSU Faculty Handbook) of the individual faculty member’s scholarly accomplishments in his or her respective areas of emphasis.

Application for promotion is never required.

In addition to the minimum requirements above, promotion to the rank of Librarian Associate or full Librarian Professor at Research and Regional Universities requires the terminal degree or its equivalent in training, ability, and/or experience.⁶ Neither the possession of a terminal degree nor longevity of service is a guarantee of promotion (Board of Regents Policy Manual, Section 8.3.6.2).

Job Performance

Library faculty assume professional tasks that require a special background and education in librarianship, and plan, organize, communicate, and administer programs of service to users of the library's materials and services. Candidates must be judged on criteria appropriate to their assigned duties and rank. Administrative duties are not a prerequisite for promotion.

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 these areas include, but are not limited to, reference service; collection development, acquisition, processing, and maintenance; instruction; campus and community

⁵ These categories mirror the minimum criteria for promotion set by the Board of Regents in all professorial ranks. The Board of Regents criteria for teaching library faculty are: “Superior teaching; Outstanding professional service to the institution and/or the community; Outstanding research, scholarship, creative activity or academic achievement; Professional growth and development” (Board of Regents Policy Manual, Section 8.3.6.1).

⁶ As previously stated, the terminal degree for librarians in the Kennesaw State University Library System is an ALA-accredited master’s degree in librarianship/information science. The master’s degree is considered “equivalent training” and the terminal degree required for promotion to the rank of Librarian Associate or full Librarian Professor, assuming the candidate meets or exceeds the criteria for the rank to which s/he has applied. For those library faculty with specialties in other areas, such as archives or automation, the terminal degree in the appropriate field is required for promotion to these ranks.

outreach; donor relations; and bibliographic organization and control.

Evidence of this category of performance can be adduced from: 1) the supervisor's letter detailing the candidate's readiness for promotion, 2) a narrative from the candidate detailing qualifications for promotion, 3) the candidate's annual evaluations, 4) the candidate's personal review of accomplishments relating to the candidate's job, and 5) documentation of accomplishments and other forms of documentation.

Scholarship

Effective library faculty are actively involved in the intellectual and scholarly developments in their discipline. An individual library faculty member's scholarship or creative work will be evaluated 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 since appointment or last promotion.

Note that the following are only examples. Other scholarship or creative activities not listed here may also be pursued.

- Articles in scholarly and peer-reviewed journals
- Book chapters
- Books and monographs
- Web publications based on original research
- Multimedia productions
- Development of substantial processes, computer programs, or other applications relevant to the institution and profession
- Presentations before professional associations
- Written grants, especially funded grants
- Earned degree in an area of specialization, directly applicable to job performance
- Encyclopedia articles
- Bibliographies and reviews of the literature
- Bibliographic essays
- Translations of books/articles
- On-going professional blog recognized nationally/regionally dealing with professional issues of librarianship (e.g., The Ubiquitous Librarian; Free Range Librarian)
- Book and media reviews in professional journals (e.g., Reference Reviews, Choice)
- Book review essays in professional journals (e.g., NY Times Book Review)
- Workshop presentations
- Panel discussion presentations
- Library exhibits
- Developing/publishing significant course-related materials
- Poster sessions before professional associations
- Course work for credit, directly applicable to job performance

Evidence of this category of performance will be adduced from: the supervisor's letter detailing

the candidate's readiness for promotion, a narrative from the candidate detailing qualifications for promotion, the candidate's personal review of accomplishments relating to the his or her institutional service, and documentation supplied by the candidate to support assertions of accomplishment. Additional evidence may be gathered from the judgments of colleagues on the library faculty, from members of the academic community outside the library, and/or from professional colleagues outside the academic institution. It is the responsibility of the candidate to prove his or her involvement in institutional service meets the qualifications for the rank he or she seeks to attain.

Service

Service to the Library and University

Service to the Kennesaw State University Library System and Kennesaw State University is defined as the individual's contribution to the library, the university, and the community served by KSU. Individuals are expected to participate in the governance and development of the library through service on library committees and other opportunities that contribute to the management and growth of the library. As individuals progress through the ranks, leadership within the library and the university is expected. Institutional service may also be fulfilled through service to the community at-large. A library faculty member's institutional service will be evaluated in terms of depth of involvement and contribution, impact of activities, and demonstration of leadership within the organization and community at-large.

Examples of Service to the Library and University:

Service to Kennesaw State University Library System

- Leadership or activity on standing or *ad hoc* committees
- Leadership or activity on special projects
- Serving on task forces, advisory boards, or other working groups
- Preparing exhibits
- Contributing to or editing an in-house newsletter, annual report, or library web pages
- Teaching / training library staff / in-house presentations

Service to Kennesaw State University

- Leadership or activity on a university committee
- Leadership or activity on faculty senate
- Working on a special university project
- Working with campus groups, student or library faculty organizations
- Serving as an information resource or liaison to other departments
- Editing books or monographs used in other departments
- Teaching a course in librarianship/one's area of specialization, or collaborative teaching with a member of the teaching faculty

Service to the Profession

Library faculty members are expected to be actively involved in the development and direction

of the profession. An individual library faculty member's professional service will be evaluated in terms of depth of involvement and contribution, impact of activities, and demonstration of leadership.

Examples of Service to the Profession:

- Active participation, chairing committees, and holding offices in local, state, regional or national organizations
- Serving as a consultant
- Serving on a journal editorial board
- Serving as a panel moderator or organizer
- Maintaining or designing Web pages for professional organizations
- Substantial participation in or contribution to professional forums or groups
- Editing professional monographs

Service to the Community

Library faculty may also choose to become involved in community service. An individual library faculty member's service to the community will be evaluated in terms of depth of involvement and contribution, impact of activities, and demonstration of leadership.

Examples of Service to the Community:

- Serving as a consultant, teaching, or otherwise extending one's knowledge to the public
- Participating in civic or community activities related to librarianship or the university's mission

Evidence of this category of performance will be adduced from: the supervisor's letter detailing the candidate's readiness for promotion, a letter from the candidate detailing qualifications for promotion, the candidate's personal review of accomplishments relating to the his or her institutional service, and documentation supplied by the candidate to support assertions of accomplishment. Additional evidence may be gathered from the judgments of colleagues on the library faculty, from members of the academic community outside the library, and/or from professional colleagues outside the academic institution. It is the responsibility of the candidate to prove his or her involvement in institutional service meets the qualifications for the rank he or she seeks to attain.

Administration and Leadership

This category of administration and leadership covers those scholarly and non-scholarly activities that some library faculty and most administrators carry out. Such activities include library faculty development, fundraising, fiscal management, personnel management, public relations, and other activities that are not traditionally captured in one of the other three performance areas.

Library faculty are often not directly engaged in teaching, research and creative activity in the same way as other instructional faculty. As such, these library faculty members should

demonstrate the quality and significance of their leadership and administration, especially how effectively they foster the requisite fiscal, physical, interpersonal, and intellectual environment for achievement – in these areas. For example, leadership could include:

- assisting colleagues to become more effective librarians or instructors
- aiding colleagues in their efforts to improve the quality and significance of their scholarship
- encouraging and assisting colleagues to engage in more effective service

In sum, library faculty act as leaders by assisting colleagues to achieve and surpass University and library goals in librarianship, research/creative activity, and professional service.

Examples of administrative responsibilities may include but is not limited to:

- Coordinating vision and strategies planning for the library
- Budgeting and management of library resources
- Managing day-to-day administrative responsibilities
- Providing for class scheduling
- Providing training, supervision, and scheduling of student workers
- Providing and supporting opportunities for professional development
- Investigating and resolving library complaints
- Mentoring
- Supervising
- Assigning and coordinating work loads
- Coordinating accreditation, assessment, or evaluation efforts
- Coordinating activities of a unit or program
- Representing and advocating for the library, including fundraising, public relations, marketing, and outreach
- Preparing and administering grant programs
- Leading and overseeing renovation projects
- Fundraising

Evidence of this category of performance will be adduced from: the supervisor's letter detailing the candidate's readiness for promotion, a letter from the candidate detailing qualifications for promotion, the candidate's personal review of accomplishments relating to the his or her institutional service, and documentation supplied by the candidate to support assertions of accomplishment. Additional evidence may be gathered from the judgments of colleagues on the library faculty, from members of the academic community outside the library, and/or from professional colleagues outside the academic institution. It is the responsibility of the candidate to prove his or her involvement in institutional service meets the qualifications for the rank he or she seeks to attain.

Length of Service / Time in Rank

The library faculty member's length of service with Kennesaw State University shall be taken into consideration in determining whether or not the library faculty member might be eligible to be promoted. In general, 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 as listed below (Board of Regents Academic & Student Affairs Handbook, Section 4.5).

For Promotion to:	Minimum Service in Rank
Librarian Associate Professor	<ul style="list-style-type: none">• Minimum four years at the rank of Librarian Assistant Professor at Kennesaw State University for promotion
Librarian Professor	<ul style="list-style-type: none">• Minimum five years at the rank of Librarian Associate Professor at Kennesaw State University for promotion

APPEALS OF NEGATIVE RECOMMENDATIONS

Any library faculty candidate who receives a negative recommendation at any stage of the promotion process may respond to that recommendation in writing within ten calendar days, as according to the process described in Kennesaw State University Faculty Handbook section 3.7B, Tenure and Promotion Review.

RETENTION

In order to contribute fully to the fulfillment of the missions of the university and library, non-tenure track library faculty must continue to grow and develop professionally throughout their careers at the Kennesaw State University Library System. Once an individual has attained a particular rank, the library faculty member must continue to meet the criteria for that rank in the area of job performance. The library faculty member is also expected to participate in scholarship, service, and administration and leadership. Such continual progress and development will be an integral part of the regular, annual goal-setting and performance evaluation.⁷ All library faculty members will be subject to a cumulative 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 Minutes, October 2008).

⁷ In accordance with the Board of Regents Policy Manual (Section 8.3.5.1) and the Kennesaw State University Handbook Section 3.7, each library faculty member in the Kennesaw State University Library System will be evaluated at least once annually in writing by the immediate supervisor in the areas of job performance, creative scholarly activity, professional growth, and institutional and professional service activities.

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; or,
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).

Tenured 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 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 (see Section 3.4 of the KSU Faculty Handbook) of the individual faculty member's scholarly accomplishments in his or her respective areas of emphasis. The length of service 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. Increasing levels of attainment for these criteria

are expected as a librarian moves sequentially through the ranks; 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.

The terminal degree appropriate for all librarian ranks is an ALA-accredited master's degree in librarianship/information science or international equivalent.

LIBRARIAN ASSISTANT PROFESSOR

DEFINITION

Librarian Assistant Professor is an entry level rank requiring little or no professional experience, and is based on potential. *Appointments at this rank shall require expectation of successful overall performance and the potential for a promising career in librarianship.* This rank provides opportunities to learn job responsibilities and develop expertise in one's area of specialization. As Librarian Assistant Professors gain experience, they are expected to improve their job performance and take progressively more responsibility for their own day-to-day assignments.

CRITERIA FOR APPOINTMENT AND RANK EXPECTATIONS

1. ALA-accredited master's degree in library or information science or equivalent
2. 0-4 years of appropriate professional experience
3. Potential for successful overall performance
4. Evidence of knowledge and use of appropriate technologies
5. Evidence of excellent written and oral communication skills
6. Evidence of excellent interpersonal skills
7. Evidence of facilitating the work of others
8. Successful Annual Review
9. Successful FPA

Librarianship

A Librarian Assistant Professor is expected to demonstrate the ability to successfully fulfill the basic duties in his or her job description. The first year following appointment to Librarian Assistant Professor should focus primarily on job performance, with only some attention to scholarship, service, and professional development & growth. Following the initial year, attention should be paid to these categories in preparation for promotion to Librarian Associate Professor.

Scholarship

After their first year, Librarian Assistant Professors should participate in at least one of the activities listed under scholarship.

Service

After their first year, Librarian Assistant Professors should participate in at least one of the three service categories. Librarian Assistant Professors should seek opportunities to help guide the direction of the profession through professional service, such as involvement in committees of professional associations.

Administration and Leadership

Librarian Assistant Professors should seek out opportunities to engage in administration and leadership, if applicable to their position.

PROMOTION FROM THIS RANK

Librarian Assistant Professors may be promoted to Librarian Associate Professor. After the initial appointment, promotion requires four consecutive years of excellent evidence of ability to perform at the rank of Librarian Associate Professor. Candidates for promotion to Librarian Associate Professor will be evaluated based on the criteria listed under that rank.

RETENTION

The library faculty member must continue to meet the criteria for this rank in the area of job performance. The library faculty member is expected to continue to engage in scholarship, service, and professional development & growth. All library faculty members will be subject to an annual and third year review process.

LIBRARIAN ASSOCIATE PROFESSOR

DEFINITION

Librarian Associate Professor is the rank for library faculty with four or more years of experience who have demonstrated an excellent quality of job performance in their area of specialization. Individuals at this rank provide contributions to the library and the institution. Individuals at this rank also demonstrate significant engagement in professional activities. Individuals at this rank also build leadership and administrative skills and begin to demonstrate the ability to anticipate the needs of the organization.

CRITERIA FOR APPOINTMENT/PROMOTION AND RANK EXPECTATIONS

In addition to meeting the criteria for Librarian Assistant Professor, a person at this rank shall have:

Librarianship

1. Completed a minimum of four years of successful professional service at the rank of Librarian Assistant Professor or equivalent.
2. Successful performance as a Librarian Assistant Professor should include evidence of:
 - a. Substantial professional competence in the area of their current position description.
 - b. Evidence of performing or administering complex or highly specialized duties or for developing a high level of expertise in specific areas of librarianship.
 - c. Outstanding fulfillment of position duties and responsibilities.
 - d. Demonstrated initiative and best professional practices in job-related responsibilities.
 - e. Contributions to the operations of a specific library unit and the organization as a whole.
 - f. Ability to work effectively with clients and colleagues.
 - g. Additional knowledge in a specific area appropriate to the position.

Scholarship

Candidates for promotion to Librarian Associate Professor must provide evidence of scholarship. Librarian Associate Professors should produce several examples of at least one activity listed under scholarship.

Service

Candidates for promotion to Librarian Associate Professor must provide evidence of service. Librarian Associate Professors should actively participate in meetings and activities that support the mission of the library and seek opportunities for campus-wide service.

Administration and Leadership

Librarian Associate Professors should, if applicable, provide evidence of regular engagement in administration and leadership opportunities.

PROMOTION FROM THIS RANK

Librarian Associate Professors may be promoted to Librarian Professor. Promotion requires five consecutive years of outstanding performance evaluations and evidence of the ability to perform at the rank of Librarian Professor. Candidates for promotion to Librarian Professor will be evaluated based on the criteria listed under that rank.

RETENTION

The library faculty member must continue to meet the criteria for this rank in the area of job performance. The library faculty member is expected to continue to demonstrate excellence in one of the areas of scholarship and service. Engagement in professional development is also expected. All library faculty will be subject to a cumulative review process.

LIBRARIAN PROFESSOR

DEFINITION

Librarian Professor is the rank for librarians with nine or more years of experience who have consistently demonstrated excellent and outstanding job performance. Individuals at this rank are leaders within the library and the institution. In addition, individuals at this rank are recognized as leaders within the profession through contributions in areas of professional activities.

CRITERIA FOR APPOINTMENT/PROMOTION AND RANK EXPECTATIONS

In addition to meeting the criteria for Librarian Associate Professor, a person at this rank shall have:

Librarianship

1. Completed at least five years at the rank of Librarian Associate Professor or equivalent.
2. Demonstrated evidence of consistent-performance, including:
 - a. Perform or administer complex or highly specialized duties.
 - b. Develop and maintain a high level of expertise in specific areas of librarianship.
 - c. Demonstrated their leadership in interdepartmental work, committees, and projects.

Scholarship

Candidates for promotion to Librarian Professor must provide evidence of scholarship. Librarian Professors should produce several examples in multiple activities listed under scholarship.

Service

Candidates for promotion to Librarian Professor must provide evidence of service through leadership roles serving the library, the institution and the profession. Librarian Professors should actively participate in meetings and activities that support the mission of the library, the university, and the profession as a whole.

Administration and Leadership

Librarian Professors should, if applicable, provide evidence of regular engagement in administration and leadership opportunities while at the Librarian Associate Level.

PROMOTION FROM THIS RANK

Librarian Professor is the terminal rank.

RETENTION

The library faculty member must continue to meet the criteria for this rank in the area of job performance. The library faculty member is expected to continue to demonstrate excellence in scholarship, service, and professional development & growth. All library faculty will be subject to an annual and Six Year review process.

PROCEDURES FOR PROMOTION CANDIDATES

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 head will be responsible for reviewing the promotion process with the library faculty member and discussing opportunities and means to progress toward fulfilling the 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 job performance, scholarship, service, and administration and leadership. It should be said, however, that application for promotion is optional, not mandatory.

CANDIDATES FOR PROMOTION

At the time designated in the calendar for promotion (Kennesaw State University Faculty Handbook, Section 3.8), an announcement and calendar are sent by the Library Faculty Review and Promotion Committee to all members of the library faculty soliciting applications for promotion. The library faculty member will prepare his/her portfolio for submission to the Library Faculty Review and 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. Scholarship is not a primary area in the librarian faculty performance agreement, and library faculty members are not eligible to apply for tenure. Librarian faculty who wish to have letters of support for their promotion, including external letters of recommendation, may do so, and will follow the procedures and requirements for such as outlined in the Kennesaw State University Faculty Handbook.

DOCUMENTATION

The candidate's responsibility is to provide evidence 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 a portfolio, be it print or electronic. All work submitted for consideration must be completed or accepted for publication before the due date for submission of the dossier. The Library Faculty Review and Promotion Committee's responsibility is to evaluate this evidence and make a recommendation to the Assistant Vice-President for Library Services.

Unless mandated by University Administration, the library faculty member's portfolio may be created through the traditional print binder method, or by using a university approved electronic portfolio system. However, 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 3.7, Portfolio Guidelines and Contents). There is no limit on the number and size of the binders for third year and for promotion reviews.

Annual reviews and/or portfolio feedback indicating poor performance with little to no improvement over time according to library promotion guidelines provide the basis for non-promotion of library faculty. Similar to the annual review and tenure and promotion process for tenured and tenure track faculty, library faculty have the option to respond in writing within 10 calendar days after receiving reviews of their performance.

A library faculty member who has applied for promotion may withdraw from the process at any time up until their application reaches the Provost. 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.

Response letters are directed to the reviewing committee or 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.

PROCEDURE

The promotions process will follow the guidelines as outlined in the Kennesaw State University Faculty Handbook, Section 3.7, Part B, Tenure and Promotion Review. As in other procedures and policies, the Department Chair position is held by the Library Director and the College Dean position is held by the Assistant Vice-President for Library Services.