



**FORT HAYS STATE UNIVERSITY**  
**FORSYTH LIBRARY**

*Forward thinking. World ready.*

## Department Criteria for Librarian Faculty

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# Introduction

The mission of Forsyth Library is to foster learning, scholarship, and enduring connections to history, culture and heritage as the foundation for knowledge and skills that enrich academics, work, and life. Forsyth Library is an integral part of the academic programs of the university, the research conducted by faculty and students, and access to information for the entire university. The Library provides state-of-the-art communications for global information resources, maintains a fluid collection of books and periodicals, curates unique archival collections, and serves as a selective U. S. government depository, representing the largest collection of federal documents in the western half of Kansas. We aspire to be the experts our learners and scholars seek first for the acquisition, discovery, application, creation, and curation of high quality information and research and for the preservation of university and regional history and heritage.

Librarians and program specialists at Fort Hays State University are members of the faculty as outlined in the Memorandum of Agreement (MOA) between faculty and administration. Librarians are appointed either on tenure or non-tenure track. Program specialists are members of the library faculty who do not have the terminal degree for librarians and who are appointed on non-tenure track. The purpose of this document, *Department Criteria for Librarian Faculty*, is to define librarianship, scholarship, and service as they apply to the evaluation of all FHSU librarian faculty; to describe librarian ranks; and to detail criteria and processes for evaluation, reappointment, promotion, and tenure.

## Definitions and Department Criteria

### Librarianship

For librarian faculty, librarianship is equivalent of the “Instruction” category for faculty whose primary responsibility is teaching. Librarianship encompasses the primary work assignment of librarian faculty as specified in each individual's position description and therefore is the most important category to be considered in tenure, promotion, and merit processes. Therefore, all librarian faculty must provide evidence of excellent performance in librarianship.

Librarianship is a diverse profession concerned with intermediating between users and information in a way that empowers users to navigate a highly networked, content-rich world. Academic librarians specialize in areas including, but not limited to, information and digital literacy, teaching, research, learning initiatives, scholarly communication, and building or curating collections that support research and learning online and on campus.

Librarians at Fort Hays State must hold the appropriate terminal degree for the discipline, a master's in library or information science from a program accredited by the American Library Association<sup>1</sup> (e.g., MLS, MLIS, MIS, MS, MA), and must possess knowledge and expertise in information content and information-seeking behavior. Program specialists may hold advanced degrees in other areas as deemed appropriate by the Library Dean; however their work must support the mission and role of the

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<sup>1</sup> Statement on the Terminal Professional Degree for Academic Librarians.

<http://www.ala.org/acrl/standards/statementterminal>

Library and must conform to the university definition of program specialists as outlined in the FHSU Faculty and Staff Handbook.<sup>2</sup> Through the discipline of librarianship, librarian faculty are active partners in the teaching, learning, and research mission of the university. Librarianship represents faculty work and performance in librarianship is equivalent to performance in teaching for purposes of faculty evaluation, promotion, and tenure.

Because librarianship comprises a broad spectrum of activities across disciplinary areas, meeting users' information, curricular, and research needs, these examples are provided for the benefit of librarian faculty who are seeking to achieve or advance and for external constituents and reviewers who may be unfamiliar with the work and scholarship of academic librarians. These examples do not reflect a comprehensive list of all potential activities that constitute librarianship.

### *Examples of Librarianship*

- Teaching information or digital literacies to students.
- Creating online teaching and learning resources to support FHSU courses and programs.
- Offering research consultation to students, faculty, staff, or community members.
- Providing professional development to enhance faculty teaching and research.
- Assisting faculty engaged in scholarly communication and publication.
- Assisting faculty in finding and adopting course materials, including library licensed and openly licensed educational resources.
- Engaging in the development, management, curation, and evaluation of library collections in online or traditional format.
- Collecting, curating, and preserving documents and artifacts related to cultural and institutional heritage.
- Conducting outreach to educational and community partners related to library services and resources.

## Scholarship

Librarian faculty utilize Ernest L. Boyer's model from *Scholarship Reconsidered* (1990), which comprises five categories of scholarship. Scholarship requirements for librarian faculty are similar to requirements for other FHSU faculty. Librarian faculty are not expected to produce scholarship in each of the five categories but should select from those most relevant to their professional specialization and accompanying research interests.

### *Scholarship of Discovery*

Librarian faculty apply a wide range of quantitative and qualitative research methodologies to advance the discipline's knowledge base. We engage in the scholarship of inquiry in order to discover, share, and apply research findings to the challenges of providing library and information services. Examples include

- authoring peer-reviewed or invited articles and book chapters;
- making presentations at professional conferences;
- writing evaluative reviews of literature or resources in the field;

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<sup>2</sup> Faculty and Unclassified Staff Handbook Chapter 3 – Faculty: Employment, Tenure, Promotion, and Merit

- receiving peer reviewed grants; or
- analyzing peer library services and resources and reporting trends and findings.

### *Scholarship of Integration*

Academic librarianship draws upon a wide range of other disciplines for knowledge that informs and transforms library work. The considerable extent to which librarianship integrates knowledge from other fields makes for a highly interdisciplinary profession. Examples include:

- creating digital humanities projects and online exhibits;
- developing software or multimedia content or tools; or
- collaborating on research projects with other academic departments.

### *Scholarship of Application*

Academic librarianship applies the theory and knowledge gained through inquiry, integration, and pedagogical experimentation to meeting the research and learning needs of the academic community. By employing the results of the scholarship exemplified in the foregoing sections, librarian faculty attempt to improve and refine their processes and programs. Examples include:

- applying research in information literacy to integrated instruction within majors;
- conducting library user studies to determine best practices in librarianship;
- engaging in user-experience design projects; or
- evaluating library programs, policies, or procedures.

### *Scholarship of Teaching*

The scholarship of teaching involves developing, testing, and improving pedagogical techniques for meeting library instruction objectives and communicating the results to peers. Examples include

- conducting student assessment studies;
- authoring educational resources; or
- experimenting with and evaluating new instructional strategies or technologies.

### *Scholarship of Engagement*

The library profession is strongly committed to the principles of equity, intellectual freedom, privacy, and respect for diverse backgrounds and viewpoints. As such, librarian faculty participate in the scholarship of engagement in order to understand and solve social, civic, and ethical problems.

Examples include

- collaborating on grant projects with community partners;
- designing and implementing service learning projects;
- leading undergraduate research teams; or
- developing professional resources and training.

## Service

Librarian faculty at FHSU are involved in service at multiple levels: within Forsyth Library, within the university, within the profession at regional and national levels, and within the surrounding community.

This involvement provides increased ability to design, manage and deliver effective library services; ensures that library goals, resources, and services reflect and meet the institutional mission; offers opportunities for collaboration and partnership with external organizations to influence information policy and technology; and educates the wider community on issues of information access and literacy.

*Examples of Service*

- Engaging in professional committee work at the library, university, regional or local level
- Actively participating in professional organizations or serving as an officer
- Applying library and information science expertise as a volunteer consultant
- Working on service projects related to the discipline with community organizations
- Organizing professional meetings and events
- Undertaking administrative and planning activities

## Librarian Ranks, Appointment, Evaluation and Promotion

Faculty appointments for librarians may be either tenure or non-tenure track.

### DESCRIPTION OF TENURE TRACK LIBRARIAN RANKS AND WORKLOAD

The professional ranks for tenure track librarian appointments are Assistant Professor, Associate Professor, or Professor. Librarians on tenure track follow processes similar to teaching faculty as defined in the *Article XI, Section 2* of the Memorandum of Agreement (MOA) and must undergo review for promotion and tenure at the university level. The Library Dean acts as the Departmental Chair for matters related to appointment, tenure, promotion, and evaluation.

#### TENURE TRACK EXPECTATIONS FOR LIBRARIANS

Workload expectations may be individually negotiated with the Dean on a yearly basis. Tenure Track expectations for librarians generally follow the 60-20-20 rule.

Librarianship, teaching or teaching-related activities, and professional development	60%
Scholarship in library and information science	20%
Service to the librarian faculty member’s profession, FHSU, and the community, apportioned by agreement between the librarian faculty member and Library Dean.	20%

#### *Assistant Professor*

Tenure track librarians typically receive an initial appointment at the rank of Assistant Professor upon recommendation by the Library Dean as stated in *Article XI, Section 2* of the Memorandum of Agreement (MOA).

Expectations for the appointment or promotion to the rank of Assistant Professor include the following:

1. The work in the position requires the knowledge gained through a master's degree from an American Library Association (ALA) accredited program (*MOA Article XI, Section 2*).
2. The appointee possesses the potential to contribute meaningful scholarship in librarianship.
3. The appointee possesses the potential for service to the profession, university, and community.

### *Associate Professor*

Librarians are normally promoted to the rank of Associate Professor from an initial appointment as assistant professor. At the time of hire, an appointment at the rank of associate professor may be recommended by the Library Dean based on more extensive experience in librarianship, scholarship, and service. The Library Dean may request consultation from the Library tenure and promotion committee in considering a recommendation for approval by the Provost as stated in *Article XI, Section 2* of the MOA.

Expectations for the appointment or promotion to the rank of Associate Professor include the following:

1. ALA-accredited master's degree.
2. Demonstrated noteworthy contribution and definite potential for further major contribution to the field and the university (*MOA Article XI, Section 2*).
3. Normally, individuals promoted to associate professor would be in prior rank for a minimum of four years (*MOA Article XI, Section 2*). Some faculty members may be appointed with one or more years' credit for prior experience.
4. A strong record of scholarship, which should include, but is not limited to peer-reviewed or invited publications, presentation at regional or national library professional conferences, and other forms of disciplinary scholarship or creative work such as the development of scholarly exhibits or events.
5. Participation in relevant, formal or informal, continuing education/professional development relevant to the discipline.
6. Service to the profession through participation in professional working groups or committees at a regional or national level.
7. Service to the university.
8. Demonstrated in-depth expertise in key areas of librarianship depending on position: bibliographic techniques, cataloging and classification, collection development, archival curation and preservation, information science, knowledge management, reference and library instruction, subject knowledge, library outreach, and technical processes.
9. Normally, promotion from assistant professor to associate professor is not granted prior to the granting of tenure. Promotion does not guarantee that tenure will be granted (*MOA Article XI, Section 2*).



## *Professor*

Appointment at the rank of full Professor requires extensive experience and a record of meritorious librarianship, teaching, scholarship, and service. The rank of Professor shall be awarded only to those who are proven masters of their field, are outstanding in their field, and whose general attributions to collegiate culture are recognized by their fellows (MOA Article XI, Section 2).

Expectations for appointment at the full Professor level include the following:

1. ALA-accredited Master's degree.
2. Meritorious librarianship and extensive professional experience.
3. A sustained record that includes but is not limited to refereed publications, research, presentation, exhibits, scholarly events, or other appropriate scholarship in librarianship, which has led to professional recognition at the national or international level.
4. Demonstrated academic leadership in the form of sustained service to the Library, university and the profession at the national or international level.
5. A capacity and will to maintain extensive contributions to the field and university.
6. Normally, individuals promoted to professor would be in prior rank for a minimum of five years (MOA Article XI, Section 2).

## DESCRIPTION OF NON-TENURE TRACK LIBRARIAN RANKS

Non-tenure track (NTT) librarians at FHSU are appointed to the ranks of Librarian I, Librarian II, or Librarian III. NTT librarians are expected to meet the following levels of performance, scholarship, and service as outlined in the MOA. The Library Dean acts as the Departmental Chair for librarians on non-tenure track.

### **NON-TENURE TRACK EXPECTATIONS FOR LIBRARIANS**

Librarianship, teaching or teaching-related activities, and professional development	80%
Scholarship in library and information science	10%
Service to the librarian faculty member's profession, FHSU, and the community, apportioned by agreement between the librarian faculty member and Library Dean.	10%

The ranks of non-tenure track librarians are unique to Forsyth library. Descriptions of ranks and processes are provided in the following sections.

### *Librarian I*

Librarian I is the beginning professional rank, assigned to librarians with the required educational background but with little or no pertinent professional library experience. Candidates must be well qualified for the practice of librarianship and demonstrate potential for achievement that contributes to the Library's and FHSU's mission. Appointees will remain in this rank for five one-year contracts before becoming eligible for promotion to Librarian II in their sixth year. Equivalent experience as a faculty

librarian at another institution may shorten the time to promotion for new hires. Equivalency will be determined by the Library Dean and approved by the Provost and President.

### *Librarian II*

Persons considered for appointment or promotion to Librarian II must have a minimum of five years at the rank of Librarian I or equivalent performance at another institution as determined by the Library Dean with approval of the Provost and President. The rank of Librarian II is granted to those who have achieved and documented professional competence and expertise along with accomplishments that advance the goals of the Library, FHSU, and the profession. Librarians at this rank are expected to demonstrate expanded areas of knowledge and expertise and to apply an understanding of library operations and how they interrelate. Librarians appointed or promoted to the rank of Librarian II must have a sustained record of scholarship and service.

### *Librarian III*

Persons considered for appointment or promotion to Librarian III must have a minimum of six years at the rank of Librarian II or equivalent performance at another institution as determined by the Library Dean with approval by the Provost and President. This rank is reserved for those who have demonstrated and documented a high level of achievement professionally, within the Library, the institution, and the profession either nationally or internationally; who have mastered their particular area of librarianship; and who have set a standard of performance, service, and scholarship for other librarians to emulate. Appointees to this rank adhere to high standards of service, demonstrate leadership in library and university committees, and engage in outside professional activities that produce research and academic achievement.

## Appointment, Reappointment, and Non-Reappointment of Librarians

### *Initial Appointment of Tenure Track Librarians*

Tenure-track librarian faculty will follow the appointment process outlined in *Article IX, Section B* of the Memorandum of Agreement. Librarians may be appointed with one or more years of credit toward tenure for prior experience as documented in the MOA.

### *Initial Appointment of Non-tenure Track Librarians*

NTT librarians are appointed by the Library Dean and are approved by the Provost and President. Librarians normally have 12-month appointments, with vacation. In addition to the terminal degree, newly appointed librarian faculty must also fulfill qualifications determined by the search committee in consultation with the Dean. In recommending an initial rank, the Dean may consider years of experience as a librarian faculty in a similar institution. For example, an appointment as Librarian I, year 3 would indicate an initial appointment at the rank of Librarian I with two full years of equivalent experience as librarian faculty.

## *Evaluation for Reappointment and Merit*

All librarian faculty will complete an annual library evaluation process. For NTT librarian faculty, the annual evaluation will inform both reappointment and merit as described in the “evaluation” process below.

For TT faculty, the annual evaluation will inform merit; however, it will not inform reappointment since tenure-track librarian faculty will use the reappointment process outlined in the Memorandum of Agreement. The Library Dean makes recommendations regarding merit and reappointment, and the Provost makes the final decisions, which may be appealed following the process outlined in the MOA and in the FHSU faculty and staff handbook.

The following table is intended to provide clarification of the differences between NTT and TT processes.

<b>Process</b>	<b>Non-Tenure Track</b>	<b>Tenure Track</b>
<b>Initial appointment</b>	Follows the process outlined in the <i>MOA Article XIII.2</i> and clarified above under “Initial Appointment of NTT Library Faculty”	Follows the process outlined in the <i>MOA Article IX</i>
<b>Annual evaluation</b>	Uses the library’s annual evaluation process, which is described below and aligns with <i>MOA Article VIII</i>	Also uses the library’s annual evaluation process, which is described below and aligns with <i>MOA Article VIII</i>
<b>Re-appointment</b>	Follows the process outlined in the <i>MOA Article XIII.4.A</i> and is based on the library’s annual evaluation process	Follows the process outlined in the <i>MOA Article IX.1.B.v</i>
<b>Merit</b>	Follows the process outlined in the <i>MOA Article XIII.4.B</i> and is based on the library’s annual evaluation process	Also based on the library’s annual evaluation process, in alignment with <i>MOA Article VIII</i>
<b>Promotion</b>	Follows the process outlined in the <i>MOA Article XIII.5</i> and clarified above under “Description of NTT Librarian Ranks”	Follows the process outlined in the <i>MOA Article XI</i> and clarified below
<b>Tenure</b>	N/A	Follows the process outlined in the <i>MOA Article IX</i> and clarified below

## **Evaluation Process**

Annual review is a consolidated evaluation process that incorporates peer review. The annual review process for librarian faculty covers the previous calendar year and consists of these components:

1. Updated curriculum vitae
2. Peer evaluation
3. Self-evaluation addressing performance, scholarship, and service criteria for librarian faculty
4. Self-review of goals for the previous calendar year
5. Proposed goals for the new calendar year
6. Evaluation by team lead or direct supervisor
7. Supervisor's overall rating
8. Comment and recommendations from the Library Dean
9. Optional final comments from the librarian

### **Reappointment (Renewal) of Non-tenure Track Faculty Librarians**

All NTT librarian contracts are subject to review for possible non-reappointment at the conclusion of the academic year for which the contract is effective. If the Library Dean determines that programmatic needs and available resources do not support reappointment or that the librarian has consistently failed to demonstrate satisfactory performance, an NTT librarian may be subject to non-renewal. Librarians holding the rank of Librarian II or III must be given notice of non-reappointment by (no later than) October 31<sup>st</sup>. Librarian faculty are also subject to non-renewal or termination in accordance with policies of the Kansas Board of Regents and FHSU.

As outlined in the MOA, for the first five, one-year contracts of an NTT librarian appointment, the Library Dean will send the recommendation of whether to renew or non-renew to the Provost, and provide a copy of the evaluation to the faculty member under review. The NTT librarian will be given the opportunity to appeal in person and in writing, with the written portion of their appeal becoming a part of the evaluation packet. The Provost will make the final decision to reappoint; however, an NTT librarian can appeal such decisions to the President of FHSU. The Provost will establish timelines regarding the above process.

### **Peer Review of Librarians**

Peer review for librarians will be incorporated into the annual evaluation process as follows.

1. The librarian being reviewed (hereafter referred to as "the reviewee") must choose two other library or college faculty members who are familiar with the reviewee's librarianship, scholarship and professional service to complete the peer evaluation form.
2. At the discretion of the Library Dean or upon request from the reviewee's direct supervisor, the Dean may nominate a third peer evaluator, either at the beginning of the reappointment peer evaluation process or after the Dean has read the first two completed peer evaluation forms.
3. Completed peer review forms will be turned in to the reviewee's team leader or supervisor and submitted with the annual evaluation to the Library Dean.

4. The peer reviews will become part of the evaluation packet, which will be submitted to the Provost along with the Dean's recommendations for merit and for reappointment.

### **Appeal of Reappointment or Merit Review**

Any librarian faculty member who is not satisfied with their annual merit, or who has not been reappointed as an NTT faculty member and believes the decision did not follow the procedures required by the MOA may file an appeal using the grievance procedure outlined in the (*Article XXIII*) of the MOA. The grievance procedure may not be used simply to challenge the decision to not reappoint a non-tenure track faculty member.

### **Tenure and Promotion in Rank for Librarians**

#### *Tenure and Promotion Processes for Tenure Track Librarians*

The tenure and promotion review processes for tenure track Librarians follow the same processes and schedule as laid out for TT Faculty in *Article XI, Section 3* in the MOA with exceptions noted for librarians who do not have both department and college committees and levels of review. Early promotion or tenure will be considered only when there is acceptable evidence of truly exceptional contributions to librarianship, scholarly activities, and service.

#### *Promotion Process for Non-tenure Track Librarians*

In the sixth year within rank as Librarian I or Librarian II, an NTT librarian may request promotion to the next rank by submitting a written request to the Library Dean in accordance with the annual calendar for evaluation, promotion, and merit (see sample, Appendix A). Librarians who do not request promotion will go through the usual reappointment process as outlined in the previous section.

When an NTT librarian is being considered for promotion, the Dean will determine whether programmatic needs and available resources support reappointment or promotion. If programmatic needs and resources are satisfied, then the librarian will be evaluated by a committee of senior peers, hereafter referred to as the Library Promotion Committee. The composition of the committee is described below. The librarian requesting promotion must provide a promotion portfolio to the committee. The contents of the promotion portfolio are described below. After reviewing the portfolio, the committee will provide a written report and recommendation for promotion, reappointment to the same rank, or non-reappointment to the Library Dean.

The Library Dean will summarize the Library Promotion Committee's report and provide a recommendation for promotion, reappointment to the same rank, or non-reappointment to the Provost. If the Dean's recommendation does not agree with that of the committee, the Dean will provide the Provost with additional documentation. The Provost will make the final decision to promote, to reappoint to the same rank, or not to reappoint; however, the decision may be appealed to the President of FHSU using the grievance procedure described in the MOA.

A copy of the completed promotion evaluation, including the Dean's comments and the Library Promotion Committee's report, will be provided to the librarian faculty member requesting promotion, as required by the MOA.

### *Library Promotion Committee for Tenure Track Librarians*

The Forsyth Library Tenure Committee will be formed in accordance with the guidance contained in *Article IX, Section 3* of the MOA. The committee will consist of three tenured members of the librarian faculty. If there are not sufficient numbers of tenured librarian faculty, the Dean will choose tenured faculty members from other departments to sit on the committee. At the Dean's discretion, a non-tenured librarian faculty member may be chosen to serve as a non-voting advisory member of the tenure committee.

### *Library Promotion Committee Composition for Non-tenure Track Librarians*

The Library Promotion Committee for an NTT librarian requesting promotion will consist of three members elected from the librarian faculty, who must be Librarian III's or tenured librarians, as described in the MOA. If insufficient librarian faculty are available to comprise a committee, the Library Dean and the Provost will select faculty from other colleges to serve on the committee. If the committee does not include any librarian faculty, the Library Dean may appoint a librarian of any rank to serve as an advisor to the committee.

### *Portfolio Documents for Tenure or Promotion of Tenure Track Librarians*

Tenure track librarians seeking promotion or tenure will prepare a portfolio per the guidelines laid out in *Article IX, Section 4* of the MOA, "Tenure File Format." Evidence of scholarship and service will be included exactly as described in the MOA. However, evidence of teaching activities and excellence will be replaced with evidence of librarianship activities and excellence, as librarianship is the category for Librarian faculty that is equivalent to the Teaching category for instructional Faculty. Librarian faculty should keep in mind that the list below constitutes only evidence of activities and does not, in itself, demonstrate impact. The accompanying narrative should connect evidence to impact.

1. Evidence of Librarianship Activities and Excellence may include:
  - a. Evidence of successful consultations conducted with students, faculty, or community members on topics including but not limited to research, scholarly communications, copyright, and open educational resources.
  - b. Evidence of successful collection development, leadership, curation, and evaluation activities. This may include but is not limited to collection development policies, internal reports, records of acquisition and deaccessioning, subscriptions, usage statistics, and/or created metadata and item records.
  - c. Lesson plans, instructional materials, assessments, peer observation, and/or student and faculty feedback from teaching information literacy skills to students, providing professional development to enhance faculty teaching and research, and/or conducting outreach to educational and community partners related to library services and resources (*MOA, Article IX, Section 4.D.vii*).

- d. Links to or peer, student, or faculty feedback on teaching and learning resources created to support FHSU courses and programs.
  - e. Evidence of successful library events organized or peer, student, or faculty feedback on library events organized.
  - f. Evidence of successful document or artifact collection, curation, and preservation related to cultural and institutional heritage.
  - g. Evidence of successful evaluation, selection, and/or management of library software and technology initiatives in support of the library's mission.
  - h. Evidence of successful library leadership activities, including policy development and program innovation, analysis, or assessment.
  - i. Description of steps taken by the candidate in order to improve librarianship generally, and in the candidate's area of specialization in particular. Items demonstrating such steps include, but are not limited to: evidence of participation in workshops, seminars, training sessions (local, regional, national, international) pertaining to one's field, to librarianship generally, or to the use of technology in the library, etc. If these items are documented elsewhere, the candidates should refer the reviewer to the documentation and briefly explain them in this section (*MOA, Article IX, Section 4.D.vi*).
2. Evidence of scholarship as described in *Article IX, Section 4.D.vii* of the MOA
  3. Evidence of services as described in *Article IX, Section 4.D.viii* of the MOA

### *Portfolio Documents for Promotion of Non-tenure Track Librarians*

During the promotion process, librarians who are candidates for promotion must prepare portfolios in a prescribed manner for the purpose of documenting their activities and informing peers' evaluations. The portfolio must contain the following items:

1. Candidate's current curriculum vitae
2. Previous evaluations of the candidate for merit and reappointment provided by the Library Dean and the candidate's supervisor or team lead
3. Letters evaluating the candidate's performance, service, and or scholarship (3-6 letters are recommended)
  - a. At least three letters of evaluation written by FHSU faculty must be included in the portfolio.
    - 1) FHSU faculty evaluators may be librarians or other faculty members.
    - 2) FHSU faculty evaluators will be selected from a list of possible evaluators containing suggestions from the candidate, the supervisor, or the Dean.
      - a) At least one FHSU faculty evaluator proposed by the candidate must be included on the list of faculty chosen to write a letter.
      - b) The Dean provides final approval of the FHSU faculty evaluators.
      - c) The candidate requests letters of evaluation from the approved list of evaluators.
  - b. Additional external evaluative letters may be included in the portfolio from librarians and/or faculty at other institutions if the evaluator is familiar with the candidate's professional performance, service, or scholarship.
  - c. Professional staff, internal or external to FHSU, may also contribute optional letters of evaluation.

4. Evidence of performance, scholarship and service, which may include

- librarianship, including development of resources, collections, and information systems;
- bibliographic control and organization;
- instruction and instructional/curricular innovations;
- research consultation with students and other faculty;
- presentations and/or participation at conferences and workshops;
- scholarship of various kinds;
- service contributions;
- mentoring of students;
- participation in grants and collaborative initiatives; and
- review of teaching and instructional materials and applications of technology.



## Appendix A

### Sample Schedule for NTT Merit Evaluation, Reappointment and Promotion

This schedule provides a template for annual evaluation for merit and reappointment and for promotion. The schedule should be reviewed and updated annually by the Dean and librarians. Calendar is to be completed by May 1 of each year in preparation for the following calendar year.

Date	Reappointment	Promotion
By September 1st		NTT Librarian faculty must submit a written request for promotion consideration to the Library Dean. The request for promotion must include a list of suggested faculty evaluator letter-writers.
By September 15th		Dean reviews and approves faculty evaluators for all candidates for promotion
By October 31st	Last date for notice of non-reappointment of Librarian II and Librarian III faculty	Library Promotion Committee members (and a librarian faculty advisor, if needed) are appointed. The Library Dean selects faculty evaluator letter-writers, including at least one proposed by the librarian faculty member requesting promotion.
By December 1st	NTT Librarian faculty must choose peer evaluators for merit. The Dean may appoint a third peer evaluator if desired or after initial peer review.	The promotion portfolio, including faculty letters of evaluation, is due to the Library Promotion Committee.
By January 15th	Peer evaluators fill out the reappointment peer evaluation forms and turn them in to the reviewee's direct supervisor. Librarian faculty submit their annual evaluation files.	
By February 1st	Reviewee's submit annual evaluation files for merit evaluation and peer evaluation forms to their team leader.	
By March 1st	The reviewee's team leader or supervisor reviews the peer evaluation forms and annual evaluation files and meets with the reviewee	The Library Promotion Committee completes the review of the promotion portfolio and provides a written review

	to discuss and provides a merit evaluation. All annual evaluation files are forwarded to the Dean for final review. If needed, the Dean may appoint a third peer evaluator.	and recommendation to the Library Dean.
By April 1st	The Dean reviews the annual evaluation files, completes the review, and forwards the review and the Dean's recommendations for reappointment or merit to the Provost.	The Library Dean reviews the Committee's report and provides comments and a recommendation for the Provost.
By April 7th	Appeals of merit evaluation findings must be filed in accordance with the MOA.	