

LIBRARY FACULTY PERSONNEL GUIDELINES

MERIAM LIBRARY

CALIFORNIA STATE UNIVERSITY, CHICO
Chico, California

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The Library Faculty Personnel Guidelines (LFPG) have been revised in accordance with the Faculty Personnel Policies and Procedures (FPPP) and the California Faculty Association/CSU Collective Bargaining Agreement (CBA). References to sections of the FPPP have been updated to reflect the 2009-2010 version of the FPPP.

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I. LIBRARIAN LEVELS (RANKS)

The terminology in effect for academic ranks of classroom faculty will apply to library faculty:

Ranks:

Classroom Faculty	Librarians: Vernacular	Librarians: Personnel Records
Instructor	Instructor	Assistant Librarian
Assistant Professor	Assistant Librarian	Senior Assistant Librarian
Associate Professor	Associate Librarian	Associate Librarian
Professor	Librarian	Librarian

Probationary: Assistant Librarian (Sr. Assistant Librarian) will serve as the entry level for probationary tenure- track librarians.

Promotion: Candidates may be considered for promotion to Associate Librarian and Librarian.

Part Time: Instructor (Assistant Librarian) serves as the entry level for Part time or Temporary librarians.

II. APPOINTMENT

The basic criterion for appointment for any librarian is a graduate degree from a program accredited by the American Library Association. A recognized foreign equivalent may, in some cases, substitute for the ALA degree.

The description or vacancy announcement of any librarian position will follow the CSU, Chico Faculty Hiring Guidelines for full-time and part-time, tenure-track or temporary faculty.

The appointment criteria for part-time or temporary librarians will include: comparable and relevant experience in an academic library, past performance, demonstrated ability to perform described responsibilities and academic preparation or professional background in areas of described responsibility.

III. AREAS OF EVALUATION

Candidates for retention, tenure and promotion will be evaluated in four areas:

- *Librarianship*
- *Professional Growth and Achievement*
- *Other Contributions to the University and Community (Service)*
- *Contributions to Strategic Plans and Goals of the Library and University*

Evidence submitted for evaluation should match these areas.

Performance in *Librarianship* is the primary requirement for retention, tenure and promotion but does not occur in a vacuum. Professional currency must be maintained, new skills developed and professional involvement fostered through contributions to the library, participation in university governance and professional contribution. Therefore, activity in *Professional Growth and Achievement*, *Other Contributions to the University and Community (Service)* and *Contributions to Strategic Plans and Goals of the Library and the University* are also necessary for retention, tenure and promotion. A strong record supporting these categories will markedly enhance a candidate's application.

The evaluation of effectiveness shall be tailored to the candidate's specific assignment(s) within the library and shall use the characteristics outlined below.

A. Librarianship

Librarians are typically responsible for activities in one or more service areas. One service area is designated as the primary assignment. Assignments are made by the Director after consultation with the librarian. Library service areas include, but are not limited to:

- Academic Liaison
- Access Services
- Acquisition and Management of Collections
- Collection Development
- Instruction and Information Literacy
- Management of a Library Unit
- Online Curriculum Support
- Organization of Information
- Reference and Research Consultation
- Teaching a credit course
- Special Assignments and Projects

Characteristics of Librarianship

The following lists of characteristics are important hallmarks of successful academic librarianship. Candidates for retention, tenure and promotion should

consider them in compiling a dossier; personnel committees and administrators should similarly consider them in making recommendations on personnel actions.

General Characteristics

- Demonstrates an awareness of best practice theory, principles and trends in librarianship and in areas of assigned responsibility
- Incorporates best practice in supporting the goals and objectives of the library and university
- Demonstrates a commitment to a learning-centered environment
- Demonstrates an awareness of the trends in higher education and incorporates new directions in appropriate areas of responsibility
- Demonstrates positive, congenial and collaborative relationships with colleagues, the campus community and library users

Service Area Characteristics

Academic Liaison

Responsibilities include fostering constructive partnerships with faculty and students in assigned areas by providing instruction and encouraging information literacy, collection development, research consultation, library policy coordination and communication between the unit and the library.

Characteristics

- Applies best practice and principles to relationships with academic programs
- Actively promotes library services and collections
- Works collaboratively with faculty to incorporate information literacy into the curriculum
- Works jointly with faculty to shape, develop and maintain library collections
- Provides research-level assistance to faculty and students
- Advises academic units on information-related issues, policies and trends, and serves on committees upon request

Access Services

Responsibilities include implementing policies and regulations which allow for the distribution and use of library materials.

Characteristics

- Applies best practice and principles to the circulation and return of materials
- Develops circulation control policies and regulations that are equitable to the campus community and other users

- Demonstrates knowledge of circulation systems
- Demonstrates effective communication of circulation procedures, policies and goals to the university community and other borrowers
- Enforces regulations and policies professionally and equitably

Acquisition and Management of Collections

Responsibilities include oversight and management of acquisitions operations, expenditures and the organization of information to assure that library resources are available as easily, quickly and accurately as possible for library users.

Characteristics

- Applies best practice and principles to the acquisition and management of collections
- Demonstrates effective communication of library acquisitions procedures, policies and goals to the library, university community, vendors, publishers, and donors
- Demonstrates in-depth knowledge of the book, media, and electronic information industries
- Demonstrates competence in the use of library acquisition and related systems
- Demonstrates currency with emerging developments in the field
- Demonstrates competence in monitoring the acquisitions funds and expenditures
- Participates in resolving issues related to access, licensing, preservation, maintenance storage, de-selection, gifts and donations, and evolution of formats

Collection Development

Responsibilities include management and assessment of electronic, print and other resources in assigned subject areas and/or collections.

Characteristics

- Applies current best practice and principles to collecting and identifying resources that effectively support teaching and learning in assigned subject areas under the constraints of available financial resources
- Demonstrates expertise in assigned academic subject or program areas
- Competently selects, evaluates, maintains, and deselects materials in all formats in assigned areas
- Together with other subject librarians, makes sound and reasonable decisions and recommendations that consider the balance of the entire collection

Instruction and Information Literacy

Responsibilities include active promotion and participation in library instruction and information literacy programs to foster understanding of the organization, distribution, and uses of information as well as effective methods for retrieval and evaluation.

Characteristics

- Applies knowledge of current best practice and principles in teaching
- Communicates effectively at a level appropriate to the audience
- Develops and maintains print and electronic instructional materials to facilitate learning
- Explores emerging and innovative methods of teaching and incorporates them into instruction
- Participates in the promotion and development of information literacy programs in assigned subject areas

Management of a Library Unit

Responsibilities include supervising or coordinating the work of a specific library unit or department. This oversight includes planning, organization, budgeting, decision making, personnel management and interpersonal skills in dealing with other librarians and staff.

Characteristics

- Applies best practice and principles to the management of the unit
- Establishes and demonstrates progress towards unit goals and objectives
- Maintains a constructive and productive working environment for unit employees
- Effectively plans and coordinates unit resources including staff, student employees, supplies and equipment
- Competently monitors, directs and evaluates the performance of unit employees
- Communicates effectively with unit employees, library colleagues, library managers, and the campus and off campus community
- Participates actively in overall library management and planning

On-Line Curriculum Support

Responsibilities include supporting faculty and staff who are incorporating technology and course management applications into the curriculum and online learning environments.

Characteristics

- Helps faculty to identify and integrate appropriate electronic resources such as simulations, animations, web sites, links to resources and other learning objects to improve online education

- Works with Technology and Learning Program (TLP) teams to design online learning environments that make maximum use of existing electronic resources
- Assesses the effectiveness of electronic resources in supporting the curriculum
- Acts as resource for those seeking learning objects to use in coursework

Organization of Information

Responsibilities include organization of the library's physical and remote collections for use, i.e. describing, classifying and cataloging materials in all formats and enhancing user access to collections organized via the library catalog, the ReSEARCH Station or other applications.

Characteristics

- Applies best practice and principles to the organization of information
- Demonstrates an in-depth knowledge of cataloging rules, theories, and practice
- Applies currently accepted cataloging rules to produce high quality information organization for all types of materials
- Demonstrates a comprehensive knowledge and application of classification, valid name and subject headings and authority control
- Demonstrates an understanding of relationships between library systems, the Internet, and related databases or resources
- Demonstrates an understanding of user needs and provides access that allows for maximum ease of use and scholarly productivity

Reference and Research Consultation

Responsibilities include providing expertise that enables users to locate and understand information resources by answering questions, advising on research strategies, and demonstrating search techniques; provides instruction in one-on-one encounters at the reference desk or in individual consultations.

Characteristics

- Applies best practice and principles to reference and research consultation
- Directs users to appropriate information resources
- Displays a respectful and sensitive attitude in interactions with library users
- Demonstrates general reference expertise and knowledge
- Demonstrates subject expertise and knowledge of research methodology in assigned disciplines
- Develops materials such as guides and web pages that effectively assist users in locating and accessing information
- Contributes to the development of Reference Department services and goals

Teaching a Credit Course

Responsibilities include developing and teaching a credit bearing course under the auspices of an academic department.

Characteristics

- Applies best practice and principles to teaching a credit course
- Organizes the course effectively
- Creates assignments and exams that are clear and relevant
- Encourages student-faculty contact
- Encourages active learning
- Communicates high expectations and gives prompt feedback
- Displays respect for diverse talents and ways of learning

Special Projects and Assignments

Faculty may undertake special projects or assignments in addition to, or in place of their primary assignment.

B. Professional Growth and Achievement

Professional Growth and Achievement is an essential component of performance in support of retention, tenure and promotion. Being active within the profession stimulates innovative thinking, improves performance and supports the mission of the university. The candidate's record in this area should demonstrate professional currency and personal development in and contribution to the profession, and should inform the candidate's *Librarianship*.

The nature of professional contribution in academic librarianship is similar to other scholarly communication in many respects. However, librarian's contributions will be primarily focused on the application of theory to practice rather than development of theory *per se*. Contributions will reflect research into best practice or the application of established best practice to the issues of collections and services to users. Some librarians are also scholars in an aspect of their subject assignment and may be active in the creation of new knowledge in these areas.

Professional Growth and Achievement takes many forms. The quality, quantity and the professional significance of contributions are all considered when assessing a candidate for retention, tenure or promotion. Activities should relate to the librarian's responsibilities as outlined in the annual assignment letter and contribute to academic librarianship. It is the candidate's responsibility to explain how the record presented demonstrates significant and relevant professional contribution and professional currency.

Assessment of contribution to *Professional Growth and Achievement* is based on a variety of factors including but not limited to the selection process, the audience addressed and the impact of the contribution as measured through factors such as feedback, recognition and usage. Refereed, juried or invited publications and presentations are given the highest consideration. Acceptance of a presentation at a highly competitive conference is also a consideration. Contributions that reach a national audience are given the most weight, followed by state and regional and then local presentations. When weighing the relative importance of a given contribution to the profession, reviewers may consider references and commentary in other published works, citations in professional bibliographies and articles, and conference session evaluations. Assessment of web projects may include professional reviews of content, design and quality; acceptance from the academic library or subject expert community, number of links from other academic sites; and/or professional or scholarly user feedback.

The following categories are the most common forms of professional contribution. Other types of professional contributions may be presented if the candidate can demonstrate that they contribute to *Professional Growth and Achievement* or professional currency.

Publications

Publication is expected of all librarians as they proceed toward tenure and promotion.

Notes for consideration of publications:

- Journal articles and published proceedings are common forms of written professional contribution. Refereed publications are preferred, but some non-refereed publications such as *C&RL News* are widely respected and reach a substantial audience.
- Book length treatises and original works are not common in academic librarianship. Book length edited bibliographies or reference works are produced more frequently. Any of these would represent a very significant professional contribution.
- Because authors are generally selected for their expertise, invited book chapters are treated as refereed works
- Authored Web projects are generally included with and judged as “Publications” (by the criteria in lines 293-296.
- A paper based on a presentation that is included in published conference proceedings should be listed in “Publications”
- A compilation or indexing of collections of resources should be included in “Publications”
- It should be clearly stated if a work is in progress, has been submitted, has been accepted, or has been published or issued. Works that are complete and available carry greater weight than works in progress, works submitted for publication or works accepted for publication, although the latter are still indications of professional contribution and should be included.

Presentations

Conferences, workshops and professional meetings are an important communication forum for librarians. A presentation will often have as much impact on library thinking and practice as a publication.

Notes for consideration of presentations:

- Often a successful presentation in one venue results in (a) subsequent invitation(s) to repeat the presentation to a new audience. This is equivalent to a jury process when assessing impact and importance.
- The significance of a presentation is assessed by the content, preparation, research required and the forum to which it is delivered
- Poster sessions are included as “Presentations” but are considered to have less impact than a formal presentation
- Delivery of a keynote address at a meeting is unusual and would represent a significant professional contribution
- Conducting a workshop at a conference or professional meeting in an area of expertise (e.g. CELT, LOEX, CARL, ACRL) should be listed in “Presentations”

Professional Activities

Professional activities and participation in professional organizations are important to professional growth in academic librarianship. Library associations at all levels are the main force in developing and implementing national policies, procedures, standards, guidelines and in disseminating best practice. Library associations rely on the broadest possible participation of members to carry out this work. For a librarian with an active assignment in a professional association, the commitment and impact can be substantial.

Notes for consideration of professional activities:

- Professional Activities may include:
 - Serving on a committee, as a committee chair, or as an elected officer in a professional association
 - Working in support of an organization by moderating an electronic discussion list, editing a newsletter or publication or similar activity
 - Serving as a panel moderator or meeting facilitator
 - Organizing a conference session or discussion
 - Hosting a conference, workshop or symposium
- Conference attendance should be listed under “Continuing Education”

Continuing Education

Professional currency and continuing education are crucial in the rapidly developing fields of higher education, academic librarianship and information technology. The file must communicate clearly how the candidate’s activities in this area constitute meaningful development and how the skills or knowledge gained from them have been integrated into best practice.

Notes for consideration of continuing education:

- Continuing Education may include:
 - Attendance at professional meetings, conferences or workshops,
 - Formal programs of study or pursuit of an additional degree in a relevant subject to the librarian's assignment
 - Courses or workshops to expand or improve professional competence (e.g. software applications, improvement of teaching)
 - Reading professional literature (e.g. publications, listservs)
 - Informal presentations to share information with library colleagues
 - Memberships in professional or scholarly organizations

Other

Librarians have many other opportunities to demonstrate a level of *Professional Growth and Achievement* that assists their candidacy for retention, tenure and promotion. The candidate is responsible for conveying to the reviewing bodies how these projects, activities, etc., are helpful to their candidacy.

Notes for consideration of Other

- Other may include:
 - Professional recognition (e.g. awards, honors, listing in non-variety biographical sources)
 - Award of grants, gifts or donations for the library or for individual research or professional activities

C. Other Contributions to the University and Community (Service)

Participation in library, Information Resources and university governance, committees and activities should be a part of a candidate's record of performance.

- Service to the library is expected
- Service to Information Resources and the university is encouraged
- Other contributions of service to the larger community may be included when they serve to further the mission of the Library, Information Resources or the University

Service will be evaluated based on scope, quality and quantity. A candidate for retention, tenure or promotion must clearly explain the relevance of the activities cited and how those activities relate to the candidate's assignment or to the mission of the Library or the University.

The following are representative examples:

Service to Library

- Active participation on Library committees, task forces, and special assignments
- Presentations to colleagues in the library or Information Resources
- Editing or contributing to in-house publications

Service to Information Resources and the University

- Membership on university committees and task forces
- Participation in university governance (e.g. Academic Senate and Senate Committees)
- Presentations offered to the university community that are not listed under “Presentations” (e.g. presentation to a campus committee, Academic Senate)
- Participation in a student group recognized by the university

Service to the Community

- Presentation of public/group lectures or addresses related to library/information resources and/or the university
- Service to community/civic/government organizations and groups in areas related to library/information resources and/or the university

D. Contributions to Strategic Plans and Goals of the Library and University

The strategic plans of the library and the university are statements of library and institutional purpose and direction that guide all areas of a librarian’s performance and contribution. Specific contributions to the plans will appear throughout the candidate’s record of performance and need not be noted individually as strategic plan related. Candidates should include a short reflective section in their narrative describing how the strategic plans’ goals inform their work and how their professional activities support and further the mission of the library and the campus rather than a reiteration of activities and contributions in the dossier.

IV. DOCUMENTATION AND FILES (FPPP Sections 3 and 8.1)

The candidate has two files, the Dossier and the Personnel Action File (PAF) that are used to make decisions concerning: retention, tenure and promotion of probationary librarians; annual retention of temporary librarians; and fifth year post tenure reviews. At the time of review or personnel action the dossier together with the PAF constitute the Working Personnel Action File (WPAF). The WPAF is kept in the Information Resources office until the review is completed.

A. Dossier

- Definition -- A cumulative record of the candidate's professional career since appointment, tenure, or promotion, whichever occurred last. It provides narrative

about and evidence of *Librarianship, Professional Growth and Achievement, Other Contributions to the University and the Community (Service)* and *Contributions to the Strategic Plans and Goals of the Library and University*. The Dossier is used by all levels of review.

- Maintained and Located -- The dossier material is collected, organized, maintained and kept by the candidate. During review periods the Dossier is submitted to the office of the Vice Provost for Information Resources where it remains until the review process is completed.
- Due Date -- Use the annual RTP calendar to determine due dates (available from the Vice-Provost for Human Resources office).

Content:

- Copy of *Library Faculty Personnel Guidelines*
- Current curriculum vitae
- A reflective statement (called the “narrative”) of the candidate's philosophy of librarianship and professional development highlighting the scope and quality of their activities and achievements and how they have supported this philosophy
- Other evidence to effectively support the candidacy. This material should be selected carefully and organized to illustrate the narrative and make the review of the evidence straightforward for the reviewer. The Provost has requested that the dossier sent for Provost review be limited to one binder. Additional binders are acceptable for review by the Library and College Personnel Committees and the Department Chair. These materials should be organized under the headings of:
 - Librarianship -- includes evidence of job performance such as evaluations of instruction, handouts, websites, reports, etc.
 - Professional Growth and Achievement – includes evidence of publications, presentations, grants and other awards received, coursework completed, etc.
 - Other Contributions to the University and Community (Service) -- includes evidence of committee and community service.
 - Contributions to the Strategic Plans and Goals of the Library and University – Contributions to the strategic plans will be reflected in activities throughout the Dossier. The narrative should describe how the strategic plans and goals inform the candidate’s work and how professional activities support and advance strategic priorities rather than a reiteration of activities and contributions elsewhere in the dossier
- Index: Submit a detailed index or list of support materials than can be supplied on request when the old materials have been returned. The index is a permanent addition to your file and should be continually updated to reflect any materials added to the file during an evaluation cycle. The index is mandated by the CBA, section 15.9

- Supplementary Material. Any level of review may request that the candidate provide additional information or material.

Notes for Part-Time or Temporary Librarians: Part-time or temporary librarian dossiers should include, but is not limited to (1) a current vitae, (2) a brief narrative of activities, continuing education, an assessment of the contribution to the library and the learning environment of the campus, and (3) any evidentiary material that the librarian would like the Personnel Committee to consider. Because these are annual appointments, the dossier must include activities and performance since the last review. Cumulative material may be included, but the current material should be clearly separated from older material.

B. Personnel Action File (PAF)

- Definition -- The official personnel file for each candidate.
- Maintained and Located --The PAF is stored in the office of the Vice Provost for Information Resources and maintained by the Information Resources Administrative Assistant. The Vice-Provost of Information Resources is the official custodian.
- Access -- A sign-out log sheet is part of the personnel file (FPPP 3.0.L) and is to be signed by each person reviewing the file, including the candidate. Only the candidate being reviewed and those involved in a review have access to the file
- Additions -- The candidate has the right to submit additional material to the PAF. Any material identified by source may be placed in the PAF by the Vice-Provost of Information Resources. The candidate is notified of each addition to the PAF and has the right to submit a written rebuttal.
- Content:
 - Appointment letters
 - Annual assignment letters
 - Personnel reviews and actions related to retention, tenure, and promotion at all levels
 - Peer evaluations, letters, signed statements of evaluation, and student evaluations (SET's) for those teaching credit courses
 - Any material identified by source and placed in file by Vice-Provost of Information Resources
 - Current index of support materials in the dossier

V. REVIEWS

A. Probationary Faculty

Librarians are assessed annually during the probationary period. The first assessment is a Periodic Evaluation; the second assessment is a Performance Review. All personnel actions are based on the Performance Review. A chart of the review schedule and levels of review is in FPPP 8.5.a.14.

If the initial appointment does not include credit toward tenure, a Periodic Evaluation is conducted in the first, third and fifth years. A Performance Review is conducted in the second and fourth year. The sixth year review is a review for tenure and promotion.

If the initial appointment includes credit toward tenure, the credit is applied to the beginning of the probationary period. The librarian will begin in their second year of probation with one year of credit or in the third probationary year with two years of credit.

The Periodic Evaluation is a developmental review that does not result in a personnel action. The candidate's file (WPAF) will be reviewed by the Library Personnel Committee, the Department Chair (unless the Chair serves as a member of the committee), and the Vice Provost for Information Resources. The Periodic Evaluation is the time for the librarian to give a clear picture of how they are doing in their path toward tenure and promotion and to raise questions or concerns about their progress. Generally, a Periodic Evaluation will be based on evidence existing in the file. Candidates do not solicit letters from outside the library for a Periodic Evaluation.

The Performance Review is a rigorous appraisal of performance resulting in a personnel action such as retention or tenure. The candidate's file (WPAF) will be reviewed by the Library Personnel Committee, Department Chair (unless the Chair serves as a member of the committee), Information Resources Personnel Committee, Vice Provost for Information Resources and the Provost. The librarian will receive a rating (*Superior, Effective, Adequate* or *Inadequate*) in each area of evaluation in addition to the developmental comments and indication of progress toward tenure that characterize the Periodic Evaluation. A wider scope of evidence is usually gathered for the Performance Review, including letters from campus and off-campus faculty and colleagues. When the candidate applies for tenure or promotion, in addition to existing letters, the Director for Library Services solicits letters to specifically address the candidate's application for tenure or promotion. The candidate supplies the list of referees to the Director.

Both the Periodic Evaluation and Performance Review should give the librarian a clear picture of progress in the path toward tenure and promotion and point out any deficiencies that have been identified, and an action plan to remedy these deficiencies.

B. Periodic Evaluation of Tenured Librarians

A developmental review of a librarian's effectiveness is held at intervals no greater than 5 years from the year of tenure or last promotion. The process is described in *FPPP* 8.6.b. The report addresses the quality of librarianship, currency in librarianship, and continued professional development and service. The report is reviewed by the Director for Library Services and the Vice Provost for Information Resources and placed in the Personnel Action File. Recommendations resulting from the review may result in a development plan for improvement and a schedule for more frequent reviews.

C. Temporary Faculty Review Procedures (Reference FPPP 8.2.d)

- All part-time librarians will undergo an annual review for the first two personnel cycles. Thereafter they have biennial rather than annual reviews. If the librarian's assignment changes, the review process returns to an annual review for two cycles. The Personnel Committee, Department Chair or librarian can ask for and schedule a review annually after the first two years.
- Procedure for review
 - Each year, the Library Personnel Committee notifies the librarian that it is the responsibility of the librarian to update her/his dossier and Personnel Action File.
 - The Personnel Committee will notify all library faculty of the opportunity to provide peer evaluation of the librarian(s). These evaluations will be directed to the Chair of the Personnel Committee.
 - The head of the department in which the librarian has a primary assignment shall write a performance evaluation and send it to the librarian's Personnel Action File.
 - The Personnel Committee or the librarian may request an interview before the report is written. An interview is not required.
 - The Personnel Committee prepares a report and forwards copies to the librarian, the Director for Library Services and the Personnel Action File. The Director will draft a report and forward it to the librarian and the PAF. If the Director concurs with the Committee report, additional comments are not required. However comments are required if the Director does not concur. The report shall not include any recommendation regarding future employment.
 - The Director will transmit the report with comments, if any, to the Vice Provost for Information Resources for review and entry into the personnel file.
- The personnel committee or hiring committee for temporary librarians shall have access to the librarian's file in making future hiring decisions.

VI. STANDARDS FOR RETENTION, TENURE AND PROMOTION

A. Categories and Ratings

Categories

Library faculty will be evaluated on performance in four areas:

- *Librarianship*
- *Professional Growth and Achievement*
- *Other Contributions to the University and Community (Service)*
- *Contributions to the Strategic Plans and Goals of the Library and University*

Ratings

The evaluation ratings are: *Superior*, *Effective*, *Adequate*, and *Inadequate*. The ratings are described in *FPPP* 8.5.b.1.c.

An *Effective* rating should be highly valued because it indicates that the candidate has made a “continual, impressive and valued” contribution and has gone beyond what is required to simply achieve *Adequate* results. An *Inadequate* rating in any category is not acceptable for retention, tenure or promotion.

The candidate’s “Contributions to the Strategic Plans and Goals of the Library and University” are also addressed and included in the reports at all levels of review, but a rating is not applied.

Librarians will be evaluated according to the *FPPP* standards, with two important clarifications.

- In the category of *Professional Growth and Achievement*, the candidate should demonstrate a level of “professional achievement” rather than “scholarly achievement,” using guidelines from this document.
- In the category of *Other Contributions to the University and Community*, the candidate should demonstrate “key contributions” as a member of committees rather than “key roles.”

B. Retention

Throughout the probationary period, the candidate should demonstrate progressive and ongoing involvement in each area of evaluation. During the first year of employment, the candidate should emphasize *Librarianship*. During the succeeding years of the probationary period, the candidate is required to show increasingly active involvement in *Professional Growth and Achievement* and *Other Contributions to the University and Community (Service)*.

Probationary faculty should demonstrate *Adequate* or better ratings in *Librarianship*, *Professional Growth and Achievement*, *Service*, and competency and willingness to contribute to appropriate master plans. *Inadequate* is an impermissible level of performance (*FPPP* 8.1.c.1). A candidate for retention receiving an *Inadequate* rating will be counseled, a work plan will be established, and immediate attention and correction is expected. Correction not made in the agreed upon time frame may result in non-retention.

The candidate is expected to:

- Show evidence that knowledge of library collections and users is increasing during the probationary period

- Show evidence of applying new techniques and incorporating knowledge of resources
- Show evidence of increasing initiative and problem solving ability
- Show evidence of applying specialized knowledge of an academic discipline, a library field and/or resources as appropriate to their assignment
- Establish and maintain good working relationships with library staff, students, other users and academic colleagues
- Demonstrate the potential for increasingly responsible contributions to the library
- Show progressive involvement in *Professional Growth and Achievement*
- Demonstrates progress toward promotion and tenure

Strengths and areas of improvement shall be addressed by the evaluators to assist the candidate in raising the level of performance in *Librarianship* by the third year evaluation. By the end of the probationary period, the candidate should be well positioned to meet the advised standards for tenure and promotion.

C. Tenure

Tenure is the most important personnel action of a librarian's career. The award of tenure indicates that a level of significant accomplishment and contribution has been reached and that the candidate has demonstrated the potential of a continuing, active and positive commitment to the mission of the university. Tenure also indicates that the university has seen demonstrated excellence and is undertaking a long term relationship with, and investment in, the successful candidate.

It is customary for an application for tenure to be accompanied by an application for promotion to the next rank. Only in exceptional cases would an application for tenure be considered without a simultaneous application for promotion.

A candidate for tenure is expected to meet the requirements for retention throughout the probationary period, and additionally, demonstrate the ability to perform in the next rank of Associate Librarian or Librarian. Consideration will be given to the development and continuity of the candidate's performance since the beginning of service at California State University, Chico. If prior credits have been granted, these credits, together with performance since appointment at California State University, Chico, will constitute the performance base for the tenure review.

To be considered a viable candidate for tenure, the *Faculty Personnel Policies and Procedures* require the candidate to demonstrate, at a minimum:

Effective in Librarianship

Effective in Professional Growth and Achievement

Adequate in Other Contributions to the University and Community (Service)

Competency and willingness to contribute to appropriate master plans

However, the library, as a part of the learning community striving for excellence, prefers an application that reflects *Superior in Librarianship*.

D. Promotion

Promotion is based on the candidate's record of achievement and potential for continuing growth in all four categories of evaluation. The evidence should demonstrate that the candidate can meet the criteria for the next rank. Consideration of promotion must take into account the candidate's record of performance during all years since appointment or promotion to the present rank.

The librarian's evidence of performance while at CSU, Chico is the primary consideration for promotion. Descriptions of accomplishment before appointment may be offered as supplementary evidence.

Promotion to Associate Librarian is normally awarded simultaneously with the award of tenure.

An Associate Librarian is expected to perform responsibilities with a high degree of insight, judgment, knowledge and independence. Demonstration of an increasing level of expertise and responsibility in the candidate's primary assignment is required as well as significant *Professional Growth and Achievement*. The ability to apply current knowledge successfully in developing and enhancing Meriam Library programs and services must be demonstrated.

To be considered a viable candidate for promotion to Associate Librarian, the *Faculty Personnel Policies and Procedures* require the candidate to demonstrate, at a minimum:

Effective in Librarianship

Effective in Professional Growth and Achievement

Adequate in Other Contributions to the University and Community (Service)

Competency and willingness to contribute to appropriate master plans

However, the library, as a part of the learning community striving for excellence, prefers an application that reflects *Superior in Librarianship*.

Promotion to Librarian requires that the candidate shall possess or simultaneously be awarded tenure. Together with significant achievement and growth in each of the three categories of evaluation, the candidate must clearly demonstrate substantial professional recognition at and/or beyond the University itself. Substantial contribution to *Librarianship* should characterize the candidate's record. Based upon recognized proficiency and depth of knowledge, a candidate should play an important role in influencing and/or setting library policies and/ or in achieving library and university strategic goals. (Rev. 8-02)

To be considered a viable candidate for promotion to Librarian, the *Faculty Personnel Policies and Procedures* require the candidate to demonstrate, at a minimum:

Effective in Librarianship

Effective in Professional Growth and Achievement

Adequate in *Other Contributions to the University and Community (Service)*

Competency and willingness to contribute to appropriate master plans

However, the library, as a part of the learning community striving for excellence, prefers an application that reflects *Superior in Librarianship* and in *Professional Growth and Achievement*.

E. Early Tenure/Promotion (Early Actions)

A candidate may apply for tenure and promotion before the sixth probationary year but must demonstrate exceptional merit to be viable. The Library Personnel Committee may also initiate consideration of early tenure. An application for early tenure and/or promotion should clearly demonstrate *Superior Librarianship* and, additionally, *Superior Professional Growth and Achievement*. A *Superior* rating in "*Other Contributions...*" (*Service*) will be considered in lieu of *Professional Growth and Achievement* only in exceptional cases where the "*Other Contributions...*" represent a highly significant and visible professional contribution.

A candidate for early action should forward a letter to the Vice Provost for Information Resources with a copy to the Director for Library Services requesting consideration for early action. This letter should offer a brief statement of why consideration of an early action is warranted. The letter should also specifically request a Performance Review for the personnel cycle when the application will be considered. All tenure and promotion decisions must be based on a Performance Review.

The recommendation, at each level of review up to the Vice Provost, must describe why early tenure is justified as a special case.