



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

### INTRODUCTION

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

The criteria and guidelines reflect the standards set forth by the Board of Regents Policy Manual<sup>1</sup> and the Kennesaw State University Faculty Handbook.<sup>2</sup> All guidelines must adhere to USG policy and KSU guidelines and policy. If any information contained in the libraries' promotion and tenure guidelines contradicts the USG policy or the KSU Faculty Handbook, USG policy and the KSU guidelines and policy will supersede the libraries' guidelines.

### Library and Library Administrative Faculty Membership

The Kennesaw State University Library System faculty is composed of full-time contracted librarians who meet the criteria for library faculty or library administrative faculty status (KSU Faculty Handbook Section 3.8).

### Library and Library Administrative Faculty Status

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

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<sup>1</sup> Board of Regents Policy Manual:

[https://www.usg.edu/policymanual/section8/C245/#p8.3.6\\_criteria\\_for\\_promotion](https://www.usg.edu/policymanual/section8/C245/#p8.3.6_criteria_for_promotion)

<sup>2</sup> The Kennesaw State University Faculty Handbook is updated on an annual basis. This document makes section references to the 2020-2021 edition. The Kennesaw State University Faculty Handbook, 2023-2024 is located at:

right to serve as an elected library faculty representative on the University Senate. All library administrative faculty possess the following privileges and responsibilities, as defined in the library bylaws: voting rights and eligibility for non-elected library faculty committees and appointments.

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

### **Role of Library and Library Administrative Faculty**

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

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

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

### **APPOINTMENT**

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

When determining the initial appointment of a library faculty member, the hiring manager evaluates the candidate's experience and qualifications in consultation with the search committee, and will collaborate to recommend an appropriate rank to Kennesaw State University's Office of Academic Affairs.

### **ANNUAL EVALUATIONS**

The Kennesaw State University Library System endorses the principles of library faculty evaluations as required by the Board of Regents of the University System of Georgia<sup>3</sup> and by Kennesaw State University.<sup>4</sup> The Kennesaw State University Library System recognizes evaluations to be a means to assist the individual library faculty member in assessing and further developing positive skills in the areas of librarianship, scholarly activities, and service. Faculty are to highlight activities promoting student success in at least one of the three performance areas: Professional Library Service, Scholarship and Creative Activities, and/or Professional Service.

### **Annual Evaluation Process<sup>5</sup>**

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

### **Review Schedule for Library and Library Administrative Faculty**

The Kennesaw State University Faculty Handbook, Section 3.12A outlines the annual review schedule for all faculty members. Library administrative faculty will receive an annual review by their appropriate supervisor and will undergo a 360-degree feedback assessment in a 5 year cycle. (BOR Academic & Student Affairs Handbook 4.7). The Kennesaw State University Faculty Handbook, Section 3.13 outlines the multi-year review schedule for all faculty members.

## **WORKLOAD GUIDELINES**

### **Workload Model for Library and Library Administrative Faculty**

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

<sup>3</sup> [Board of Regents Policy Manual](#), Section 8.3.5.1.

<sup>4</sup> [Kennesaw State University Faculty Handbook](#), Section 3.12.

<sup>5</sup> See [Kennesaw State University Faculty Handbook](#), Section 3.8, for additional information regarding the faculty review process.

standards they will be expected to meet in their Faculty Performance Agreement (FPA) with their supervisor. Final approval of workload resides with the AVP of the Kennesaw State University Library System. Examples of Kennesaw State University Library System faculty workload guidelines follow:

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

Below are some library faculty workload distribution examples:

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

Examples of Kennesaw State University Library System administrative faculty workload guidelines follow and are commensurate with the Kennesaw State University Faculty Handbook, Section 2.2:

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

Below are some library administrative faculty workload distribution examples:

<i>Librarian Associate Professor</i>	<i>Librarian Professor</i>
Librarianship: 10% Scholarship: 5% Service: 85%	Librarianship: 10% Scholarship: 15% Service: 75%

\*The minimum Scholarship requirements for tenure-stream faculty are 20%.

### **Librarianship**

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

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

- Ensuring high quality research consultations and comprehensive reference services to students, faculty, and other users.
- Providing or enhancing equitable access to information and contributing to networked information resources.

- Evaluating, acquiring, organizing, managing, and preserving information resources in a broad range of formats.
- Creating an environment conducive to learning and scholarship.
- Teaching information literacy concepts using best andragogical practices.
- Coordinating the activities of a unit, program, or service that supports the mission of the Kennesaw State University Library System.

The minimum workload effort expected in the area of librarianship for the typical library member is 60%.

### **Scholarship, Research, and Creative Activity**

The standard scholarship, research, and creative activity workload for library and library administrative faculty ranges from a minimum of 5% to a maximum of 20%. (Tenure-stream faculty have a 20% requirement). Scholarly and creative accomplishments are evaluated based on length, complexity, selectivity, and impact, as described in a faculty member's Annual Review Document. To be considered a scholarly activity, the faculty member must show tangible evidence of active engagement in pursuits that lead to the creative use of existing and new knowledge or to the advancement of the librarian's area of expertise.

### **Service**

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

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

- Providing administrative oversight and academic leadership in the operations of their area
- Managing the personnel and operations of the Kennesaw State University Library System
- Performing annual evaluations of those in the Kennesaw State University Library System
- Serving on the administrative team of the Associate Vice Provost of Library Services
- Overseeing library faculty development
- Performing fiscal management
- Leading public relations activities and initiatives

## **PROMOTION**

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

### **Purpose of Promotion Process and Procedures**

The purpose of the promotion process is to acknowledge the continuous and cumulative contributions of library and library administrative faculty to the Kennesaw State University Library System. It also provides a system that encourages continuous improvement in the fulfillment of the Kennesaw State University Library System's role in supporting the teaching, service, scholarship, and research mission of the University. Promotion involves recognition for past achievements and professional growth as well as the Library System's confidence in the individual's future accomplishments. This process leads librarians to high levels of professional competency and recognition within the Library System, University, profession, or community. The Library System commits to supporting the work of library faculty members throughout their careers.

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

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

### **Categories for Evaluation**

As noted previously, the purpose of rank is to provide a clear career path for individual development as a library professional and encourage leadership within the organization and the profession. Within the Kennesaw State University Library System, library and library administrative faculty will be evaluated for promotion in the three general areas of librarianship, scholarship, and service with librarianship being most important. Administrative duties if applicable are listed under service. Positive recommendations from review committees and administrators are contingent upon the candidate's demonstrating that they have met the

minimum standards for the next professorial rank in the year prior to the candidate's application for promotion. Candidates who do not consistently meet the majority of job performance expectations without demonstrating the ability to improve weak performance areas will not be promoted even if excellence is achieved in the other promotion criteria categories.

Library and library administrative faculty are evaluated with a five-point scale as of 2023:

- 5 -- Exemplary
- 4 -- Exceeds Expectations
- 3 -- Meets Expectations
- 2 -- Needs Improvement
- 1 -- Does Not Meet Expectations

Library and library administrative faculty applying for promotion are required to create a portfolio that communicates a compelling argument supporting the specific application in rank. In all cases evaluation of faculty performance will be based on evidence of the quality and significance of the individual faculty member's librarianship, service and scholarly accomplishments in their respective areas of emphasis (Kennesaw State University Faculty Handbook, Section 3.3). Faculty members need not demonstrate noteworthy achievements in all three areas (Handbook Section 3.2). Neither the possession of a terminal degree nor additional advanced degrees / certificates, nor longevity of service is a guarantee of promotion (Board of Regents Policy Manual, Section 8.3.6.2).

### **Librarianship**

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

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

This section includes examples of librarianship activities that are relevant to library faculty:

- Providing research support services to students and faculty according to industry best practices
- Teaching information and digital literacy concepts using best andragogical practices
- Creating synchronous or asynchronous learning materials
- Creating extra-curricular learning opportunities for students
- Promoting scholarly engagement with students and faculty
- Facilitating access to information resources
- Collaborating with institutional academic departments and support units to bring library programming to students and faculty
- Developing scaffolded information literacy programming for students
- Creating learning opportunities for students and faculty in library spaces

- Developing library communications platforms
- Developing marketing and branding plans to promote library services
- Developing policies and procedures related to library services or units
- Developing training opportunities for librarian, student, or staff colleagues
- Coordinating library services or facilities
- Managing and supervising the work of others
- Mentoring librarians by supporting and providing opportunities for professional growth
- Developing or contributing to strategic decision making
- Assessing library services or resources and communicating library value to stakeholders
- Assessing and allocating the budget of an individual unit or service
- Creating and improving workflows between library units
- Serving as liaison librarian to academic units or programs
- Resolving service requests concerning library resources
- Building library collections
- Evaluating and managing library collections
- Assessing and allocating the budget of an individual unit or service
- Managing the library website, service platforms, discovery layers, and vendor platforms
- Cataloging and managing the metadata for library collections

Regardless of the type of activity, promotion in academic rank is contingent upon the individual's ability to perform at a high professional level in librarianship. Evidence of this category of performance can 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 annual evaluations, the candidate's personal review of accomplishments relating to the candidate's job, and documentation of accomplishments.

Administrative duties are not a prerequisite for promotion, excepting among library administrative faculty.

### **Scholarship, Research, and Creative Activity**

Library and library administrative faculty are actively involved in the intellectual and scholarly developments in their discipline. Review committees and administrators will evaluate an individual's scholarship or creative work in terms of its quality, recognition among peers, and significance to the library profession. A candidate's scholarship must represent tangible evidence from the review period.

This section includes examples of scholarly activities that are relevant to library and library administrative faculty:

- Articles in scholarly and peer-reviewed journals
- Articles in trade publications
- 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
- 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
- Book and media reviews in professional journals (e.g., Reference Reviews, Choice)
- Workshop presentations
- Panel discussion presentations
- Library exhibits
- Developing/publishing Open Educational Resources
- Poster sessions at professional conferences
- Editing professional monographs, professional journals or a regular journal column.
- Scholarly products resulting from coursework for credit or continuing education.

Evidence of this category of performance can 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 their scholarship, and documentation supplied by the candidate to support assertions of accomplishment. Additional evidence may be gathered from the judgments of colleagues on the faculty, from members of the academic community outside the library, and/or from professional colleagues outside the academic institution.

### **Service**

Service to the Kennesaw State University System and Kennesaw State University is defined as the individual's contribution to the library, the University, the community, and the profession. Library faculty are expected to participate in the governance and development of the library through service on library faculty committees and other opportunities that contribute to the management and growth of the library. Library administrative faculty should demonstrate the quality and significance of their leadership and administration, especially how effectively they foster the requisite fiscal, physical, interpersonal, intercultural, international, and intellectual environment (Kennesaw State University Faculty Handbook, Section 3.3C).

This section includes examples of professional service activities that are relevant to library and library administrative faculty:

#### *Service to the Kennesaw State University Library System*

- Leadership or membership on standing or *ad hoc* committees
- Leadership or membership on special projects
- Membership on task forces, advisory boards, or other working groups

*Service to Kennesaw State University*

- Leadership or membership on a university committee
- Leadership or membership on faculty senate
- Working on a special university project
- Working with campus groups, student or faculty organizations
- Editing books or monographs used in other departments
- Editing or reviewing articles for journals published by Kennesaw State University

*Service to the Profession*

- Active participation in committees or holding office on local, state, regional, or national organizations
- Serving as a consultant
- Serving on a professional journal editorial board or serving as a peer-reviewer for a professional publication
- Organizing professional development opportunities at a local, state, regional, or national level
- Contributing to the successful function of professional forums, groups, or organizations

*Service to the Community*

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

This section includes examples of service activities that are relevant exclusively to library administrative faculty:

- Coordinating the development of mission, vision, and strategic plans for multiple library units
- Serving on the administrative team
- Managing the Library's budget
- Managing Unit administrative functions
- Mentoring direct reports by supporting and providing opportunities for professional growth
- Coordinating within the Kennesaw State University Library System to resolve and respond to complaints
- Supervising library faculty and staff in the completion of their annual goals and workloads
- Coordinating the accreditation, assessment, and evaluation efforts of the Library System
- Representing and advocating for the library through fundraising, public relations, marketing, and outreach
- Preparing and administering grant programs

Evidence of this category of performance can 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 their service, and documentation supplied by the candidate to support assertions of accomplishment. Additional

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

- Librarian Assistant Professors must possess a minimum of four years in librarian assistant professor rank at Kennesaw State University to be eligible for promotion to the rank of Librarian Associate Professor.
- Librarian Associate Professors must possess a minimum of four years in librarian associate professor rank at Kennesaw State University to be eligible for promotion to the rank of Librarian Professor.
- Librarian Professors must possess a minimum of nine years of librarian experience. This rank is the terminal rank within the KSU Library System.

In general, applying for early promotion is not encouraged, and strong justification must be provided to support any consideration of 'early' promotion wherein the individual has served fewer than the number of years in rank at the current institution (Board of Regents Academic & Student Affairs Handbook, Section 4.-6). For approval for early promotion please see the Kennesaw State University Faculty Handbook, Section 3.8A.

### **Responding to Recommendations**

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

### **Retention**

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

### **Board of Regents Policy on Non-Renewal of Contracts**

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

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

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

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

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

A review of "Needs Improvement" or "Does not Meet Expectations" in one or more categories will result in a faculty Performance Remediation Plans (PRPs). 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 of the individual faculty member's accomplishments in their respective areas of emphasis (Kennesaw State University Faculty Handbook, Section 3.3). The length of service in rank required is indicated for promotion to the ranks of Librarian Assistant Professor, Librarian Associate Professor, and Librarian Professor. These criteria exclude the year in which promotion would be considered. A librarian must meet the criteria established for the successive rank in order to be promoted to that rank. Items used for a previous promotion in rank are not applicable for the next promotion. Activities performed as part of one's job can only be listed under job performance. Only material published or accepted for publication and activities completed prior to date of portfolio submission will be considered.

### **General Expectation for Promotion**

The Kennesaw State University Handbook contains a detailed discussion on promotion in rank that applies to all Kennesaw State University faculty members. At all levels of review, the rationale for the promotion decision must be stated in a letter to the candidate with specific and detailed reference to the guidelines in justifying the decision that has been made.

Promotion plays an important role in the career of the library faculty; therefore, these guidelines will be provided to each candidate for a library faculty position and reviewed with each new member of the library faculty. The library faculty member's supervisor will be responsible for keeping track of the promotion process with the library faculty member and must discuss opportunities and means to progress toward fulfilling applicable promotion requirements. During the annual evaluation process, the library faculty member's supervisor is also to review the library faculty member's progress in the areas of librarianship, scholarship, and service. It should be said, however, that application for promotion is optional, not mandatory. Library faculty must indicate in writing during the annual review process their intent to apply for promotion. Failure to do so will result in the faculty member having to wait another review cycle to apply. Library faculty may withdraw from the promotion cycle any time up to the application process being sent to the Provost and Executive Vice President for Academic Affairs (Kennesaw State University Faculty Handbook, Section 3.12B).

## **LIBRARIAN ASSISTANT PROFESSOR**

### **Definition**

Librarian Assistant Professor is an entry-level rank requiring little or no professional experience and is based on potential. 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**

- Master's degree in library, information science, or related field
- 0-4 years of appropriate professional experience
- Potential for successful overall performance
- Evidence of knowledge of best professional practices and trends
- Evidence of excellent written and oral communication skills
- Evidence of excellent interpersonal skills
- Evidence of facilitating the work of others

#### *Librarianship*

A Librarian Assistant Professor is expected to demonstrate the ability to successfully fulfill the basic duties in their job description. The first year following appointment to Librarian Assistant Professor should focus primarily on job performance, with only some attention to scholarship and service. Following the initial year, increased attention may be paid to scholarship and service in preparation for promotion to Librarian Associate Professor.

#### *Scholarship, Research, and Creative Activity*

After their first year, Librarian Assistant Professors must 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 listed in this document. Librarian Assistant Professors should seek opportunities to create positive impact within their service activities.

### **Promotion from This Rank**

Librarian Assistant Professors are eligible to be promoted to Librarian Associate Professor according to the Length of Service/Time in Rank schedule detailed in the Kennesaw State University Library System Guidelines for Appointment, Promotion, and Retention of Library Faculty (p. 8). Candidates for promotion to Librarian Associate Professor will be evaluated based on the criteria listed under that rank.

## **LIBRARIAN ASSOCIATE PROFESSOR**

### **Definition**

Librarian Associate Professor is the rank for 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 meaningful contributions to the institution and the Kennesaw State University Library System. Individuals at this rank also demonstrate engagement in professional activities and scholarly activities. Initial appointments to the Librarian Associate

Professor rank should have a terminal degree in the appropriate discipline.

### **Criteria for Appointment/Promotion and Rank Expectations**

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

#### *Librarianship*

- Completed a minimum of four years of successful performance at the rank of Librarian Assistant Professor or equivalent at another institution
- Provided evidence of:
  - Sustained professional competence in the area of their primary job functions
  - Developing a high level of expertise in specific areas of librarianship
  - Demonstrated best professional practices in job-related responsibilities
  - Contributions to the operations of a specific library unit and the organization
  - Ability to work effectively with library users and colleagues

#### *Scholarship, Research, and Creative Activity*

Candidates for promotion to Librarian Associate Professor must provide evidence of scholarship. Librarian Associate Professors should produce a record of active scholarship that includes examples from the activities listed under scholarship in this document.

#### *Service*

Candidates for promotion to Librarian Associate Professor must provide evidence of service that supports the mission of the library and university, demonstrating contributions at the Kennesaw State University Library System or University level. Librarian Associate Professors should demonstrate proactivity in their service contributions.

### **Promotion from This Rank**

Librarian Associate Professors are eligible to be promoted to Librarian Professor according to the Length of Service/Time in Rank schedule detailed in the Kennesaw State University Library System Guidelines for Appointment, Promotion, and Retention of Library Faculty (p. 8). Candidates for promotion to Librarian Professor will be evaluated based on the criteria listed under that rank.

## **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 or

scholarship. Overall, the librarian professor's activities, achievements, and conduct model the professional ideals of the Kennesaw State University Library System.

### **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*

- Completed a minimum of four years of successful performance at the rank of Librarian Associate Professor or equivalent at another institution
- Demonstrated evidence of consistent performance, including:
  - Substantial professional competence in the area of their primary job functions
  - Performing or administering complex and specialized duties
  - Contributing to the knowledge of best practices within the organization
  - Supporting or leading the work of a program, service, Unit, or Department
  - Demonstrating their leadership in collaborative work and projects

#### *Scholarship, Research, and Creative Activity*

Candidates for promotion to Librarian Professor must provide evidence of scholarship. Librarian Professors should produce a robust record of scholarship that includes several examples in multiple activities listed under scholarship in this document.

#### *Service*

Candidates for promotion to Librarian Professor must provide evidence of service through leadership roles within, the library, the institution or the profession. Librarian Professors should demonstrate the ways that their service contributions support the mission of the library, the university, and the profession as a whole.

### **Promotion from This Rank**

Librarian Professor is the terminal rank for library and library administrative faculty at the Kennesaw State University Library System.

### **Promotion Timeline**

Refer to the review schedule in the Faculty Handbook, Section 3.13.

### **Documentation**

It is the candidate's responsibility to provide evidence and create a compelling argument that the promotion requirements of the library and the university, as set forth in this document, have been met. Documentation of a candidate's readiness for promotion should be organized into an

electronic portfolio. All scholarship work submitted for promotion consideration must be completed or accepted for publication before the due date for submission of the dossier. The Library Faculty Promotion Committee's responsibility is to evaluate this evidence and make a recommendation for or against promotion.

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

A library faculty member who has applied for promotion may withdraw from the process. Refer to the Faculty Handbook, Section 3.12, "Withdraw from an Elective Review."

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

## **DOCUMENT REVISIONS**

Proposed revisions to the process are to be directed to the Chair of the Promotion Review Committee. Upon receipt of the proposed revisions, the Chair of the Promotion Review Committee will review the requested changes for compliance with the Board of Regents Policy Manual and the Kennesaw State University Faculty Handbook. If the proposed changes are not in compliance, the Chair of the Promotion Review Committee will respond to the request with an explanation as to how the requested changes are not in compliance with the above documents. If the proposed changes comply, the Chair of the Promotion Review Committee will email librarian faculty with the requested changes and ask the librarian faculty if anyone would like to second the motion for changes. If the changes are seconded, then a special meeting will be called at which time the faculty will discuss the changes and determine if there is sufficient interest in the changes to call for a vote. A majority vote in favor of the changes will result in revisions to this document. Adoption of revision to the guidelines will be contingent upon approval by the, provost, and president. Revisions to guidelines must include the date of approval/adoption and all revisions become effective 12 months following their adoption.

## **DOCUMENT HISTORY**

The Library System Guidelines for Appointment, Promotion, and Retention of Library Faculty was first adopted on 6/25/2014 and was last amended by the faculty on 1/29/2024.

**Approval Form for Promotion and Tenure Guidelines**

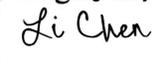
A copy of this form, completed, must be attached as a cover sheet to the College guidelines.

I confirm that the attached guidelines, dated 1/29/2024, were approved by the faculty of the Kennesaw State University Library System in accordance with college bylaws:

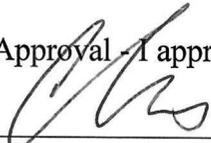
College Faculty Council Approval – I approve the attached guidelines:

  
\_\_\_\_\_  
Kristina Clement / CFC chair 1/31/24  
Signature/Date

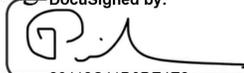
College P&T Review Committee Approval - I approve the attached guidelines:

  
\_\_\_\_\_  
Li Chen / Committee Chair January 31, 2024  
Signature/ Date

AVP Approval - I approve the attached guidelines:

  
\_\_\_\_\_  
Dr. Catherine Lewis 1/31/2024  
Signature/ Date

Provost Approval - I approve the attached guidelines:

Ivan Pulinkala   
\_\_\_\_\_  
Dr. Ivan Pulinkala January 31, 2024  
Signature/ Date

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Li Chen  
lchen12@kennesaw.edu  
Director of the Systems and Online Services  
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Security Level: Email, Account Authentication (None)

**Signature**

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Signing Complete	Security Checked	1/31/2024 11:34:43 AM
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Certificate Pages: 5	Initials: 2
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Enveloped Stamping: Enabled	Leslie Downs
Time Zone: (UTC-05:00) Eastern Time (US & Canada)	ldowns@kennesaw.edu
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 cskaggs4@kennesaw.edu  
 Assistant Vice President for Academic Affairs  
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 Security Level: Email, Account Authentication (None)

**Signature**



Signature Adoption: Pre-selected Style  
 Using IP Address: 130.218.12.38

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Pam Cole  
 pcole@kennesaw.edu  
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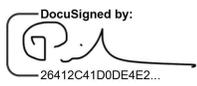


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Certified Delivery Events	Status	Timestamp

Carbon Copy Events	Status	Timestamp
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Notary Events	Signature	Timestamp
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Envelope Summary Events	Status	Timestamps
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