MISSOURI STATE UNIVERSITY

PERIODIC REVIEW OF REAPPOINTMENT (OR RENEWAL OF CONTRACT), TENURE, PROMOTION GUIDELINES

DEPARTMENT: Library Science

COLLEGE: MSU Libraries

SEMESTER/YEAR OF CURRENT REVIEW: Fall 2017

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DEPARTMENT ADOPTION SIGNATURES:

Joshua Lambert 9-26-2017
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APPROVAL SIGNATURES:

Thomas R. Peters 9-26-2017
Dean Date

Provost 9-26-2017
Date

THIS PLAN IS IN EFFECT FROM October 1, 2017, THROUGH 2020.
Guidelines for Annual Review, Promotion, Tenure, and Performance Evaluation of Library Faculty

Introduction
The Missouri State University Libraries provides information resources, services, and spaces to advance the University’s purpose to develop educated persons. The Missouri State University Libraries faculty carries out that mission by providing fundamental support to the University community for teaching, learning, research, scholarship, creative activities, and service. More specifically, Library faculty members provide information services through effective librarianship and teaching; through research; and through a broad array of professional service to the University, public constituencies, and the profession. In doing so, Library faculty members collaborate with others of the University community to enhance the learning environment for students, and facilitate the research efforts of the University community as noted in the Association of College and Research Libraries Joint Statement on Faculty Status of College and University Librarians (http://www.ala.org/acrl/standards/jointstatementfaculty).

Authority
The policies governing the Guidelines for Annual Review, Promotion, Tenure, and Performance Evaluation of Library Faculty (Guidelines) are those stated in the most current edition of the Missouri State University Faculty Handbook (http://www.missouristate.edu/provost/facultyhandbook). If there is a conflict between the Guidelines and the MSU Faculty Handbook, the Faculty Handbook will supersede this document. Probationary tenure-track Library faculty members are evaluated for tenure based on the Guidelines in effect at the time of initial employment in the position for which they are being evaluated, unless the faculty member chooses to apply a subsequent edition to the tenure application. A new faculty member, the Dean of Library Services, the appropriate operational unit head, and the chair of the Promotion & Tenure Committee will document the receipt by the faculty member of the appropriate edition of the Guidelines, as well as a tenure timeline which will clearly state the decision year for tenure. A tenured or clinical faculty member pursuing promotion may utilize an earlier edition of the Guidelines, provided such guidelines are no more than five years old at the time the faculty member applies for promotion or for the Professor Salary Incentive Program.

Revision
Although revisions to the Guidelines may be proposed at any time, at a minimum they will be evaluated every three years by the Promotion & Tenure Committee with input from the Library faculty. Guidelines revision recommendations of the Committee will then be presented to the faculty for their consideration. Changes will be incorporated into the Guidelines upon approval by a simple majority of the entire Library faculty. All changes must subsequently be approved by the Dean. Approved changes will be incorporated into the evaluation document and forwarded to the Provost for the triennial review of departmental faculty evaluation guidelines.

Library Faculty
Tenure-Track Faculty
The tenure-track role in the Libraries stresses the combination of standard tenure-track responsibilities (Teaching, Research, and Service) noted in sections 3 and 4 of the Faculty Handbook. Through the
practice of librarianship, Library faculty members have a significant additional role in facilitating and enhancing the teaching and research efforts of other University faculty, supporting information needs of University staff, and in facilitating the education of students. The Libraries supports the basic purpose of the University to create educated persons by providing an appropriate educational environment, by providing information and resources, as well as by engendering and advancing information literacy. Librarianship, including the process of teaching, joins with research and service to create the three fundamental activities of tenure- track Library faculty members.

Appointment as a tenure-track faculty member in the Libraries is at the rank of Assistant Professor, Associate Professor, or Professor. The appropriate terminal degree is typically an ALA accredited Master’s Degree as noted by the Association of College and Research Libraries (http://www.ala.org/acrl/standards/statementterminal), although other degrees may be considered by the Libraries depending upon the position being filled.

- **Assistant Professor:** Appropriate terminal degree, demonstrated achievement or potential in the areas of librarianship, research, and service appropriate to the discipline.
- **Associate Professor:** Appropriate terminal degree; demonstrated sustained record of effectiveness in librarianship, peer reviewed scholarship, research, or creative activity, and service appropriate to the discipline. Appointment to the rank of Associate Professor may be accomplished through promotion from the rank of Assistant Professor, or by a minimum of four years of experience equivalent to academic service to the MSU Libraries.
- **Professor:** Appropriate terminal degree. A professor is a recognized leader, with a cumulative record of effective librarianship, of peer reviewed scholarship, research, or creative activity appropriate to the discipline, and of substantial service appropriate to the discipline. Appointment to the rank of Professor may be accomplished through promotion from the rank of Associate Professor, or by a minimum of five years of experience equivalent to academic service to the MSU Libraries.

**Professor Salary Incentive Program (PSIP).** To achieve this designation, a faculty member must have served at the Professor rank for five years or more in the MSU Libraries. Applicants must exceed the current departmental criteria for promotion to full professor in the area of research or scholarship by demonstrating consistent and sustained research productivity since the time of promotion to the rank of professor. Superior performance in research or scholarship can be evidenced by high degrees of productivity, widespread dissemination, and strong impact, including mentoring students at the undergraduate and/or graduate levels. Applicants must be able to demonstrate sustained, successful librarianship as determined by the mission of the MSU Libraries. Applicants must be able to demonstrate sustained, successful service to the university and/or community and to the profession commensurate with the rank of professor.

**Clinical Faculty**
The clinical faculty track in the Libraries recognizes the relationship between the practice of librarianship and the significance of information literacy in the broadest sense to the University community. Subsequently, the primary responsibilities for such faculty are clinical education and service. More specifically, clinical education may include such areas as information literacy or work that facilitates information literacy; focused education in librarianship, plus ancillary activities such as advising, mentoring, or supervising learning activities; or administration of or coordinating learning or other library service activities. In addition, because informed research benefits the Libraries and more broadly, the University community and the profession, clinical faculty may engage in research, determined by a
mutually agreed upon set of activities between the faculty member and dean to be accomplished during the contract term.

Library clinical faculty do not receive tenure, are appointed on a term basis not to exceed five years, and may be appointed to one or more subsequent terms contingent upon the following:

- performance reviews
- educational and operational needs of the Libraries
- priorities and levels in Libraries’ funding

Appointment as a clinical faculty member in the Libraries is at the rank of Clinical Assistant Professor, Clinical Associate Professor, or Clinical Professor.

- Clinical Assistant Professor: Appropriate terminal degree, demonstrated achievement or potential in the areas of librarianship and service appropriate to the discipline.
- Clinical Associate Professor: Appropriate terminal degree, a sustained record of effectiveness in librarianship and service appropriate to the discipline, and, as appropriate, a sustained record of faculty productivity, defined as research relevant to the discipline. Appointment to this rank may be accomplished through promotion from the rank of Clinical Assistant Professor with at least four years of service to the MSU Libraries at that rank, or by holding a minimum of four years’ experience in librarianship equivalent to that of the MSU Libraries at the time of initial appointment.
- Clinical Professor: A clinical professor is a recognized leader who has a cumulative record of effectiveness in librarianship and service appropriate to the discipline, and as appropriate, a cumulative record of faculty productivity, defined as research relevant to the discipline. Appointment to this rank may be accomplished through promotion from the rank of Clinical Associate Professor with at least five years of service to the MSU Libraries with at least three years of service to the MSU Libraries at that rank, or by holding a minimum of five years’ experience in librarianship equivalent to that of the Missouri State University Libraries.

Emeritus Faculty
As noted in section 3.6.1 of the Faculty Handbook, Library faculty members may be appointed to emeritus status based on meritorious service to the University in the three areas of faculty evaluation: librarianship, research, and service. Upon retirement, if a Library faculty member meets the general eligibility requirements noted in the Handbook, the faculty member may request emeritus status in writing to the Dean of Library Services. Such a request will be referred to the Promotion & Tenure Committee for an initial recommendation. A majority vote of the tenured faculty members voting on such a recommendation will constitute the Library faculty’s recommendation to the Dean of Library Services, who will subsequently make a recommendation to the Provost on the matter. The faculty member will be informed of the status of the application at each stage of the process.

Mentoring
The development and growth of a probationary tenure-track or a clinical faculty member is supported and guided in three ways. The first and most fundamental of these is individual faculty effort. The basic responsibility for fulfilling one’s faculty role lies with each faculty member. Second, each faculty member’s operational unit head or direct supervisor in the Libraries contributes to the development of the faculty member, particularly one’s day-to-day work and in one’s integration into daily library operations. Finally, it is the responsibility of the Library faculty as a group to contribute to the development and
success of individual colleagues. This collective responsibility, in part, is delegated to an individual who will act as a mentor or advisor to an individual faculty member.

Prior to the start of work by a new Library faculty member, the chair of the Promotion & Tenure Committee, the chair of the search committee for the faculty member, the new faculty member’s operational unit head, and the Dean of Library Services will confer to assign an appropriate mentor from the ranks of the tenured faculty. In addition to the shared responsibilities noted above, it is the mentoring faculty member’s responsibility to coordinate appropriate mentoring activities and concepts for the new faculty member.

The mentoring process will introduce the new Library faculty member to personnel, policies, practices, and other aspects of the Library environment as well as the broader University community. In addition, it is the responsibility of the mentor to provide guidance in the new faculty member’s program in librarianship, research, and service. The faculty mentor shall take the primary responsibility for this task in coordination with the Dean of Library Services. The role and practice of mentorship is critical to the success of the Libraries and is a part of one’s librarianship, thus becoming one of the components in a mentoring faculty member’s evaluation. Requests for change of mentorship will be coordinated between the Chair of the Promotion & Tenure Committee and the Dean. It is the responsibility of the Promotion & Tenure Committee to outline, maintain, and update as necessary, with the Library faculty’s and the Dean’s approval, a set of mentoring principles which mentoring faculty members may use as a guide in developing a customized approach for mentoring responsibilities.

Evaluation of Faculty

Pursuant to the principle of appropriately delegated shared governance noted in the Faculty Handbook, it is the collective responsibility of the Library faculty to implement the mission, goals, and objectives of the Libraries in support of the University’s mission. In doing so, the Library faculty maintains standards of performance noted in these Guidelines, including a process of evaluation that relies on thoughtful and considered peer and administrative evaluation. There are several types of evaluations for Library faculty.

For tenure-track and tenured faculty they may include:

- Annual review of progress toward tenure
- Promotion review
- Professor Salary Incentive Program review (PSIP)
- Emeritus status review
- Annual peer performance evaluation review (compensation/merit review)

For clinical faculty they may include:

- Annual administrative review
- Term renewal review
- Promotion review
- Emeritus status review
- Annual performance evaluation review (compensation/merit review)

Evaluation Committees and Personnel

The various reviews of tenure-track and clinical faculty are the shared responsibility of multiple groups and individuals.
**Promotion & Tenure Committee (P&T)** – The P&T Committee includes all tenured faculty members at the rank of Associate Professor or higher. The committee triennially elects a chair from among its membership to facilitate the work of the committee and to coordinate evaluation activities with the Dean of Library Services and the chair of the Performance Evaluation Committee. The committee makes initial recommendations on matters of annual review of appropriate progress toward tenure, tenure, promotion (for either tenure-track or clinical faculty), PSIP, and emeritus status. In an instance in which a clinical faculty member applies for promotion, another clinical faculty member(s) of a higher rank, if any, will participate in the drafting of the committee evaluation and also participate in the vote of the faculty. Clinical faculty members at the rank of Clinical Associate Professor or higher will also participate in committee work on Guidelines revision.

**Performance Evaluation Committee (PEC)** – A committee of five faculty members whose membership may include any Library faculty member who has completed at least six years of service to the MSU Libraries as a faculty member. PEC members are elected by a vote of a majority of the entire faculty to staggered two-year terms (three, two, three, etc.). The committee elects a chair from among its membership for a two-year term. The PEC performs annual evaluations for all Library faculty members, based on the individual annual goals, objectives, and workload discussion with the Dean of Library Services as well as the personal data file (PDF) for the year under review.

**Performance Evaluation Appeals Committee (PEAC)** – A committee of three faculty members whose membership may include any Library faculty member who has completed at least six years of service to the MSU Libraries as a faculty member. PEAC members are elected by a vote of a majority of the entire faculty to staggered two-year terms (two, one, two, etc.). The PEAC hears appeals of the annual performance evaluation, which may be filed after the evaluation has been completed by both the Performance Evaluation Committee and the Dean of Library Services.

**Dean of Library Services** – The Dean of Library Services receives evaluations from the P&T, PEC, and PEAC Committees, and subsequently generates evaluations and recommendations on the prior actions of these committees, which are then forwarded, as appropriate, to the Provost’s Office. The Dean of Library Services also generates the annual performance review and contract renewal evaluation for all clinical faculty members.

**Evaluation Criteria**

The evaluation of tenure-track and clinical faculty focuses on three areas of faculty activity (two for clinical): librarianship (including operational responsibilities and teaching); research and scholarly activity for all tenure-track faculty members and as appropriate for clinical faculty members; and service, and follows the general principles articulated in section 4 of the Faculty Handbook. A faculty member’s record of activity in each of the three areas is measured against:

- a set of quality indicators indicative of appropriate performance in each of the three areas of evaluation
- subsequent criteria that employ the articulated quality indicators.

Criteria are designed to measure annual renewal, tenure, promotion, and in the case of clinical faculty, annual and/or contract renewal (in conjunction with other appointment conditions).

Unless indicated otherwise, an applicant cannot submit an effort indicator in one area

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(Librarianship, Research, Service) and have that item counted as supporting evidence simultaneously in another area. As candidates for either tenure or promotion progress in their careers, their librarianship, research, and service portfolios should reflect an increasing depth and breadth among the various quality indicators. The quality indicators are not necessarily exhaustive. A faculty member may make a case for consideration of any activity in librarianship, research, or service not explicitly noted in the indicators or criteria. The decision to incorporate such activities into the evaluation and their weighting will be based on the strength of the candidate’s case for inclusion.

The Faculty Handbook (sections 3.3.1., 3.3.2) provides an opportunity for early tenure and/or early promotion. Such instances are the exception rather than the rule. In the Libraries such performance is exemplified by fulfilling the requirements of the desired tenure/promotion action, as well as the additional requirements in the areas of librarianship and research as outlined under the criteria below.

Academic Freedom, Collegiality, Professionalism
The Libraries strives to foster an environment in which diverse opinions, diverse personalities, and diverse cultural preferences can be expressed freely. Both collegiality and professionalism are vital assets to all Library faculty members, particularly as they affect annual review, tenure, promotion, and performance evaluation. Collegiality and professionalism are not separate criteria, but are essential to a Library faculty member’s efforts in librarianship, scholarship, research, creative activity, and service, as indicated by the Faculty Handbook, Section 1.1.3.4, and the AAUP’s statement “On Collegiality as a Criterion for Faculty Evaluation,” 1999 ([http://www.aaup.org/report/collegiality-criterion-faculty-evaluation](http://www.aaup.org/report/collegiality-criterion-faculty-evaluation)). Likewise the fundamental concept of academic freedom is central to the educational environment the Libraries fosters and must be considered in the development, mentoring, and evaluation of Library faculty as noted in sections 3.1.1 and 3.1.2 of the Faculty Handbook.

Librarianship
Librarianship is a theoretical and practical field in which many types of knowledge, skills, and talents are valued. Evaluation for purposes of appointment, promotion, tenure, or annual performance shall necessarily include consideration of the unique requirements of each position. The quality of library operations is governed by distinctive professional performance in each of the various areas of responsibility. It is the intent of the tenure and promotion system to foster the professional development of the faculty member. Library faculty members are encouraged to develop and grow as scholars and participate in professional activities. The relative emphases on Librarianship, Research, and Service are established on an annual basis individually for each faculty member under review.

Advancement in rank is not automatic upon cumulation of years of experience, but is based on appraisal of the performance of the applicant. The following indicators and criteria are used to measure the individual’s ability and contributions as he/she progresses toward tenure and/or promotion to advanced rank, and as he/she is evaluated for compensation. Because of the disparate nature of appropriate professional work activity across a large number of library units and functions, these criteria are not of equal significance, and the degree of importance given to any one of them may vary from one position or area of responsibility to another. Although talents, inclinations, and specialties of individuals may vary, high quality librarianship is an essential criterion which must be met for any appointment or promotion.

Library faculty members, exercising their individual specialties, have a unique opportunity among University faculty for interaction with students, faculty, and staff of the University. Among all other faculty endeavors in the University Libraries, the effective practice of librarianship is paramount. Some
areas of librarianship lend themselves to clear documentation more easily than others. In many instances, concrete evidence is simply the result of consistent and sustained interaction with one another. The quality or degree of effectiveness in these areas of librarianship is subsequently evaluated by the judgment of our peers using the indicators and criteria outlined below.

**Librarianship Indicators**

**Primary effort indicators**

1. **Appropriate performance must be exhibited in one’s area of assigned responsibility**

   The committee will evaluate performance in some or all of the following areas, depending upon the position’s duties:
   a. Effectively completes, in a timely manner, assigned library administrative workload negotiated with and assigned by the unit head or Dean of Library Services.
   b. Effectively uses knowledge of one’s specialization in librarianship in accomplishing one’s work.
      i. Depending upon area of specialization, provides effective reference service, timely and accurate cataloging, implementation and maintaining library systems software, building and managing appropriate collections, providing timely access to resources, etc.
      ii. Bibliographies, specialized cataloging projects, grant projects, ad hoc public service or access projects, management of special initiatives, etc.
      iii. Creates and maintains high quality guides, manuals, or aids, etc., for internal library use.
   c. Work in area of responsibility reflects a progressively growing understanding and application of information principles to Library services.
   d. Demonstrates a broad understanding of a wide array of databases, websites, finding aids, and other information resources.
   e. Actively assists the University community in the use of information resources.
   f. Interacts and communicates effectively with colleagues and the user community.
   g. Earns an annual average PEC evaluation score of 3.5 or higher in librarianship for tenure and/or promotion to Associate Professor during the probationary period in the case of untenured faculty, or during the period since tenure in the case of tenured faculty; and 4.0 or higher in librarianship for promotion from Associate Professor to Professor. Inclusion of PEC evaluation scores in the PDF is required for evaluation.
   h. Peer review of teaching, using such variables as classroom performance, course syllabi, and other course materials.

2. **Acting with an understanding of interdependency among units to achieve overall Library goals**

   a. Applies librarianship to the more general goals of the Libraries and University.
   b. Participates in the identification of Library problems and opportunities and contributes to their solutions.
   c. Makes effective contributions to functional Library operations on issues crossing unit lines.
   d. Contributes to discussions and work of Library committees and task forces.
   e. Participates in the shared governance of the University Libraries.

3. **Handling increased levels of responsibility**
a. Provides leadership (chairs) and/or significantly contributes to committees and task forces.
b. Establishes new Library programs or services or significantly revises and improves current Library programs, services, spaces, or operations.

4. **Active role in teaching and support functions of the Libraries.**
   a. Develops and successfully presents Information Literacy (IL) sessions in classroom, online, or blended modes to general education or discipline specific university classes.
b. Successfully presents workshops at regional, state, national, or international conferences or settings.
c. Effectively advises and mentors other LIS faculty or colleagues in the field.
d. Successfully teaches for-credit courses, including practicum supervision. Evidence of quality teaching including student evaluation scores above 65 percent for tenure and 70 percent for promotion. Faculty should show evidence of continuous improvement.
e. Attains and maintains Master Advisor status.
f. Receives an institutional or professional teaching award.
g. Successfully communicates further understanding of the development, acquisition, organization, interpretation of, and access to the information resources of the MSU Libraries.
h. Develops and teaches a new course.

**Secondary effort indicators:**

1. Active participation in one’s own professional development.
   a. Participates in workshops, webinars, or conferences for the development of professional skills and knowledge.

2. Presents guest lectures and/or collaborates with a particular university course or program. Examples could include embedded librarianship, a guest video, digital efforts, guest assistance/instruction for groups such as TRIO, the Writing Center, First Year Programs, Veteran’s Services, or Public Affairs. (Activity in this category may count as either teaching or service, but not both.)

3. Significantly revises an existing course, initiates and/or participates in curriculum development and revision.

4. Leads or contributes significantly to program review activities and written documentation.

5. Customized effort that ties into the candidate’s particular professional role and/or cognate area that directly benefits interests of the libraries. Examples include but are not limited to initiating a new library program, organizing and hosting an author event, organizing the display of a traveling exhibit, or marketing or fundraising initiatives.

**Librarianship Criteria**

Among all faculty endeavors, the effective practice of librarianship is paramount. Librarianship is a multifaceted profession that embraces a broad theoretical foundation, manifested in administrating and managing the University Libraries, preserving and providing access to information, creating and improving library services, and fulfilling the information needs of students, faculty, and the greater University community.

**Criteria for Reappointment, Tenure, and Promotion**

1. Requirement for reappointment and tenure of untenured, ranked faculty
a. For the first year, and all years following, the first primary effort indicator (performance in area of responsibility) must be met. For second and following years, a second primary effort indicator also must be met.

2. Requirements for tenure and promotion from Assistant Professor to Associate Professor
   a. Achievement of three of four primary effort indicators while at the rank of Assistant Professor.
   b. Demonstration of activity in two secondary indicator categories or additional activity in a primary effort category while at the Assistant Professor level.
   c. After a minimum of three years of service to the MSU Libraries, a candidate may apply for early tenure and promotion to Associate Professor. This instance is considered the exception rather than the rule. The appropriate standard is achievement of either primary indicators 3a or b. in addition to the standard requirements.

3. Requirements for tenure for individuals hired at the Associate or Professor rank
   a. Achievement of three of four primary effort indicators while at the rank of Associate or Professor.
   b. Demonstration of activity in two secondary indicator categories or additional activity in primary effort categories while at the rank of Associate or Professor.
   c. After a minimum of two years of service to the MSU Libraries, a candidate whose initial appointment was at the rank of Associate Professor may apply for early tenure and promotion. This instance is considered the exception rather than the rule. Achievement of both primary indicators 3a and b. in addition to the standard requirements.

4. Requirements for promotion from the rank of Associate Professor to full Professor
   a. Achievement of all primary effort indicators while at the rank of Associate Professor.
   b. Achievement in three secondary effort indicator categories while at the Associate Professor level.
   c. A candidate may apply for early promotion to the rank of Professor, but such a step is considered the exception rather than the rule. Achievement of both primary indicators 3a and 3b in addition to the standard requirements.

Research and Scholarship

Research and scholarship are natural extensions of the work of Library faculty. For the purpose of evaluation, research, including engaged public scholarship, is defined in section 4.2.2 of the Faculty Handbook.

Whether in librarianship or a faculty member’s cognate discipline, research should be fully recognized and evaluated according to the standards of one of the five modes of research as articulated in section 4.2.2.1 of the Faculty Handbook (discovery, application, synthesis, criticism, and creation). Each mode should be considered of equal weight and importance in the evaluation process. Research includes scholarship of teaching and learning.

Research & Scholarship Indicators

Primary effort indicators

1. Publishing, as author or co-author, of a book.
2. Publishing, as author or co-author, of a book chapter or editorship or co-editorship of a book.
3. Publishing, as author or co-author, of an article in a peer-reviewed journal of librarianship or cognate field. For example: College and Research Libraries, Reference and User Services

4. Obtaining funding, as principal or co-principal investigator, of a substantive externally-funded, peer-reviewed grant or contract.

5. Presenting original research, as a paper or address at a state, national or international meeting.

**Secondary effort indicators:**

1. Presenting on library operations or services at state or national library conferences (Missouri Library Association, MOBIUS, MASL, ALA, ACRL, AASL, etc.)

2. Submitting application, as principal or co-principal investigator, for an externally-funded, peer-reviewed grant or contract.

3. Obtaining funding, as principal or co-principal investigator, of a substantive externally-funded, non-peer-reviewed grant or contract.

4. Demonstrating a scholarly manuscript under revision, but not yet accepted for publication in a refereed journal.

5. Publishing an article in non-refereed journals or popular magazine related to area of professional interest or cognate field.

6. Publishing or disseminating library or campus technical reports or RFP/RFI.

7. Presenting poster sessions at state or national library conferences (Missouri Library Association, MOBIUS, MASL, ALA, ACRL, AASL, etc.).

8. Establishing a record of publishing book reviews in an edited or peer reviewed journal or online resource, and subsequently expanding expertise in topical literature of a discipline (For example: Choice, Booklist, Missouri Historical Review, discipline-based journals, or appropriate online resources, etc.).

**Research Criteria**

**Clarifications**

- For activities in a cognate field, an applicant can make a case for substituting an equivalent indicator (for example, a juried exhibition in place of a peer-reviewed article).
- Achievement of individual indicators can be repeated.

**Criteria for Reappointment, Tenure, and Promotion**

1. Requirement for reappointment of untenured tenure-track faculty.
   a. Documentation of satisfactory progress toward achievement of primary and secondary indicators appropriate for tenure.

2. Requirements for tenure at the Assistant Professor rank.
   a. Achievement of one primary effort indicators and three secondary effort indicators while at the rank of Assistant Professor.

3. Requirements for promotion to Associate Professor and tenure for individuals hired at the Assistant Professor rank.
   a. Achievement of two primary effort indicators and three secondary effort indicators.
   b. After a minimum of three years of service to the MSU Libraries, a candidate may apply for early tenure and promotion to Associate Professor. This instance is considered the exception rather than the rule. Achievement of three primary indicators and three secondary indicators.

4. Requirements for promotion to Professor, and requirements for promotion to Professor and tenure for individuals hired at the rank of Associate Professor.
a. Achievement of two primary effort indicators and four secondary effort indicators.
b. After a minimum of two years of service to the Missouri State University Libraries, a candidate may apply for early promotion to Professor; or after a minimum of two years of service to the MSU Libraries, if the candidate’s initial appointment was at the rank of Associate Professor, a candidate may apply for early tenure and promotion. This instance is considered the exception rather than the rule. Achievement of four primary indicators and four secondary indicators.

Service

Service in the MSU Libraries supports the concept of, and provides an opportunity to participate in, shared governance in the Libraries and across the University; supports and encourages participation in the professional groups of Library Science and cognate disciplines; and, as part of the University’s Public Affairs mission, supports and encourages Library faculty to share professional expertise among external constituencies.

Each full-time faculty member is expected to actively participate in the shared governance structure of the University by serving on departmental, college, and University committees, and by assuming an appropriate share of the requisite duties. Faculty members are encouraged to develop a sustained record of professional and public service in which their professional skills are employed to serve community, state, national, or international constituents. Service activities are expected to ebb and flow as responsibilities in librarianship and research shift.

Service Indicators

Primary effort indicators

1. University Citizenship. In accordance with the Faculty Handbook (4.2.3.2), the primary focus of service for Library faculty is University service. This includes:
   a. Completing assigned duties as chair or member of departmental/college committee, such as work for standing and ad hoc committees, as well as general service activities for the Libraries.
   b. University service, including appointment to University committees and task forces; elected positions such as Faculty Senate or CGEIP; participation in broader campus organizations and efforts such as providing professional development, participating in campus discussions, and furthering the mission of Missouri State University.

The list of primary effort indicators above is not exhaustive. Applicants may make a case for the inclusion of additional primary effort indicators that are not on this list.

Secondary effort indicators

1. Professional Service. Service within professional organizations in librarianship or in one’s cognate field goes beyond mere membership; it encompasses any of the following:
   a. Holding elected positions in professional organizations at all levels.
   b. Evidence of committee or other significant service in professional organizations.
   c. Conducts presentations at regional, state, or national conferences, and similar professional or public events.
   d. Serving in professional programs in roles such as panel moderator, or respondent.
   e. Meeting or conference organizer or facilitator.
   f. Mentoring within the profession (outside of library faculty).
g. Involvement in student organizations or in providing opportunities for student experiences outside the expectations of teaching.

h. Pro bono consultation in area of expertise.

i. Remunerated consultation in area of expertise.

2. **Public Service.** Public service within the broader communities of the University helps further MSU’s Public Affairs mission.
   a. Using professional skills or expertise in service to local, regional, state, or national boards.
   b. Promoting or participating in activities that directly support students’ involvement with the Public Affairs mission.
   c. Active participation in community service organizations in the spirit of the Public Affairs mission of the University.
   d. Pro bono consultation within the faculty member’s professional expertise.
   e. Remunerated consultation within the faculty member’s professional expertise.
   f. General presentations/workshops in areas of professional expertise for community/civic organizations.
   g. Publishing non-research based op eds or other articles.

The list of secondary effort indicators above is not exhaustive. Applicants may make a case for the inclusion of additional secondary effort indicators that are not on this list.

**Service Criteria**

**Clarifications**

For promotion only, a secondary effort indicator may be repeated once annually, i.e., up to two different activities reflecting the same indicator can be used as evidence in a given year.

**Criteria for Reappointment, and Promotion**

1. Requirement for reappointment of untenured ranked faculty.
   a. Achievement of one primary effort indicator.
   b. Requirements for tenure for Assistant Professor.
      i. Achievement of all primary effort indicators while at the rank of Assistant Professor.
      ii. Demonstration of activity in two secondary indicator categories.

2. Requirements for tenure and promotion from Assistant Professor to Associate Professor.
   a. Achievement of all primary effort indicators while at the rank of Assistant Professor.
   b. Demonstration of activity in three secondary indicators while at the Assistant Professor level.

3. Requirements for tenure for individuals hired at the Associate or Professor rank.
   a. Achievement of all primary effort indicators while at the rank of Associate or Professor.
   b. Demonstration of activity in four secondary indicators while at the rank of Associate or Professor.

4. Requirements for promotion from the rank of Associate Professor to Professor.
   a. Achievement of all primary effort indicators while at the rank of Associate Professor.
   b. Demonstration of activity in four secondary effort indicators while at the rank of Associate Professor.
Tenure & Promotion Committee Process
For those tenure track faculty members undergoing annual tenure review or promotion review, the Promotion & Tenure Committee, upon review of the appropriate portions of the Faculty Handbook, the quality indicators and criteria in the Guidelines, and the faculty member’s Personal Data Form (PDF), will write an evaluation to be forwarded to the Dean with a copy to the candidate. A majority vote of the tenured faculty members voting on such an action will constitute the Library faculty’s recommendation to the Dean of Library Services, who will subsequently make a recommendation to the Provost on the matter. The faculty member will be informed of the status of the application at each stage of the process. Appeals regarding annual review of progress toward tenure, tenure, and promotion are typically made once recommendations have been forwarded to the Provost’s Office in accordance with section 4.7 of the Faculty Handbook.

Evaluation of Library Faculty with Clinical Appointments
Library clinical faculty members strive to enhance and facilitate the academic environment through either operational or educational means as well as perform service to the Libraries, the University community, and to broader constituencies. Areas of performance evaluation for Library clinical faculty members are clinical education, i.e., the application of professional skill to operational or educational activities of the Libraries, and service. Additionally, if a clinical faculty member, by virtue of agreed upon appointment activities, engages in research, such research shall be considered in the evaluation.

There are five types of evaluation for Clinical Library Faculty.

1. Annual Performance Evaluation for all Library Faculty. This evaluation is conducted by the Performance Evaluation Committee for purposes of compensation/merit (see performance evaluation processes, p.5).
2. Annual Evaluation. This evaluation is initially conducted by the unit head/Dean. This evaluation will include discussion of the achievement of annual goals tied to unit criteria and set for the prior year. The evaluation will also serve as a planning dialog for the coming year’s goals.
3. Evaluation for Renewal of Contract. It is understood that, in addition to annual evaluations, renewal of contract of untenured positions is also dependent upon the purposes and needs of the Libraries and upon financial priorities. That assumed, renewal of contract will be based on annual evaluations, and is initially conducted by the Dean of Library Services.
4. Evaluation for Promotion. This evaluation is initially conducted by the Promotion & Tenure Committee, and is subsequently forwarded to the Dean of Library Services.
5. Evaluation for Emeritus Status. This evaluation is initially conducted by the Promotion & Tenure Committee, and is subsequently forwarded to the Dean of Library Services.

Professional Productivity and Librarianship Indicators
Primary effort indicators
1. Appropriate professional productivity performance must be exhibited in one’s area of assigned responsibility. The committee will evaluate performance in some or all of the following areas, depending upon the position’s duties.
   a. Effectively completes, in a timely manner, assigned library administrative workload negotiated with and assigned by the unit head or Dean of Library Services.
   b. Effectively uses knowledge of one’s specialization in librarianship in accomplishing one’s work.
i. Depending upon area of specialization, provides effective reference service, timely and accurate cataloging, implementation and maintaining library systems software, building and managing appropriate collections, providing timely access to resources, etc.
ii. Bibliographies, specialized cataloging projects, grant projects, ad hoc public service or access projects, management of special initiatives, etc.
iii. Creates and maintains high quality guides, manuals, or aids, etc., for internal library use.

c. Work in area of responsibility reflects a progressively growing understanding and application of information principles to Library services.
d. Demonstrates a broad understanding of a wide array of databases, websites, finding aids, and other information resources.
e. Actively assists the University community in the use of information resources.
f. Interacts and communicates effectively with colleagues and the user community.
g. Peer review of teaching, using such variables as classroom performance, course syllabi, and other course materials.

2. Acting with an understanding of interdependency among units to achieve overall Library goals.
   a. Applies librarianship to the more general goals of the Libraries and University.
   b. Participates in the identification of Library problems and contributes to their solutions.
   c. Makes effective contributions to functional Library operations on issues crossing unit lines.
   d. Contributes to discussions and work of Library committees and task forces.
   e. Participates in the shared governance of the University Libraries.

3. Handling increased levels of responsibility
   a. Provides leadership (chairs) and/or significantly contributes to committees and task forces.
   b. Establishes new Library programs or services or significantly revises and improves current Library programs, services, or operations.

4. Active role in teaching functions of the MSU Libraries.
   a. Develops and successfully presents Information Literacy (IL) sessions in classroom, online, or blended modes to general education or discipline specific university classes.
   b. Successfully presents instructional workshops at regional, state, and national conferences or settings.
   c. Effectively advises and mentors other LIS faculty or colleagues in the field.
   d. Successfully teaches for-credit Library Science courses, including practicum supervision, by consistently receiving evaluation scores of 3.0 or lower.
   e. Successfully teaches for-credit courses in cognate disciplines.
   f. Effectively advises LIS students.
   g. Receives an institutional or professional teaching award.

Secondary effort indicators

1. Active participation in one’s own professional development
   a. Participates in workshops, webinars, or conferences for the development of professional skills and knowledge.

2. Presents guest lectures for courses in LIS or other departments (Activity in this category may count as either teaching or service, but not both.)
3. Develops and teaches a new course, significantly revises an existing course, initiates and/or participates in curriculum development and revision.

Professional Productivity and Librarianship Criteria
Among all faculty endeavors, the effective practice of librarianship is paramount. Librarianship is a multifaceted profession that embraces a broad theoretical foundation, manifested in administrating and managing the University Libraries, preserving and providing access to bibliographic information, creating and improving library services, and fulfilling the information needs of students, faculty, and the greater University community.

Criteria
1. Requirement for reappointment.
   a. For the first year, and all years following, the first primary effort indicator (performance in area of responsibility) must be met. For second and following years, two additional primary effort indicators also must be met.
2. Requirements for promotion from Clinical Assistant Professor to Clinical Associate Professor
   a. Achievement of three of four primary effort indicators while at the rank of Assistant Professor.
   b. Demonstration of activity in three secondary indicator categories or additional activity in a primary effort category while at the Assistant Professor level, with an emphasis on professional productivity. (e.g. 1.b.ii and 1.b.iii or 4b)
3. Requirements for promotion from the rank of Associate Professor to Professor.
   a. Achievement of all primary effort indicators while at the rank of Associate Professor.
   b. Achievement in three secondary effort indicator categories while at the Associate Professor level with an emphasis on professional productivity. (e.g. 1.b.ii and 1.b.iii or 4b)
   c. Achievement of both primary indicators 3 a and b in addition to the standard requirements.

Service Indicators
Service in the MSU Libraries supports the concept of, and provides an opportunity to participate in, shared governance in the Libraries and across the University; supports and encourages participation in the professional groups of Library Science and cognate disciplines; and, as part of the University’s Public Affairs mission, supports and encourages Library faculty to share professional expertise among external constituencies.

As opportunities present themselves, each full-time faculty member is expected to actively participate in the shared governance structure of the University by serving on departmental, college, and University committees, and by assuming an appropriate share of the requisite duties. Faculty members are encouraged to develop a sustained record of professional and public service in which their professional skills are employed to serve community, state, national, or international constituents. Service activities are expected to ebb and flow as responsibilities in librarianship and research shift.

Primary effort indicators
1. University Citizenship. In accordance with the Faculty Handbook (4.2.3.2 and 4.3.3), the primary focus of service for Library faculty is University service.
a. Completing assigned duties as chair or member of departmental/college committee, such as work for standing and ad hoc committees, as well as general service activities for the Libraries.

b. University service, including appointment to University committees and task forces; elected positions such as Faculty Senate or CGEIP; participation in broader campus organizations and efforts such as providing professional development, participating in campus discussions, and furthering the mission of Missouri State University.

The list of primary effort indicators above is not exhaustive. Applicants may make a case for the inclusion of additional primary effort indicators that are not on this list.

Secondary effort indicators

1. Professional Service. Service within professional organizations in librarianship or in one’s cognate field goes beyond mere membership; it encompasses any of the following.
   a. Holding elected positions in professional organizations at all levels.
   b. Evidence of committee or other significant service in professional organizations.
   c. Conducts presentations at regional, state, or national conferences, and similar professional or public events.
   d. Serving in professional programs in roles such as panel moderator, or respondent.
   e. Meeting or conference organizer or facilitator.
   f. Mentoring within the profession (outside of library faculty).
   g. Involvement in student organizations or in providing opportunities for student experiences outside the expectations of teaching.
   h. Pro bono consultation in area of expertise.
   i. Remunerated consultation in area of expertise.

2. Public Service. Public service within the broader communities of the University helps further MSU’s Public Affairs mission.
   a. Using professional skills or expertise in service to local, regional, state, or national boards.
   b. Promoting or participating in activities that directly support students’ involvement with the Public Affairs mission.
   c. Active participation in community service organizations in the spirit of the Public Affairs mission of the University.
   d. Pro bono consultation within the faculty member’s professional expertise.
   e. Remunerated consultation within the faculty member’s professional expertise.
   f. General presentations/workshops in areas of professional expertise for community/civic organizations.
   g. Publishing non-researched based op. eds. or other articles.

The list of secondary effort indicators above is not exhaustive. Applicants may make a case for the inclusion of additional secondary effort indicators that are not on this list.

Service Criteria

Clarifications

For promotion only, a secondary effort indicator may be repeated once annually, i.e., up to two different activities reflecting the same indicator can be used as evidence in a given year.
Criteria for Reappointment, Tenure, and Promotion

1. Requirement for reappointment.
   a. Achievement of one primary effort indicator.

2. Requirements for promotion from Assistant Professor to Associate Professor.
   a. Achievement of all primary effort indicators while at the rank of Assistant Professor.
   b. Demonstration of activity in three secondary indicator categories while at the Assistant Professor level.

3. Requirements for promotion from the rank of Associate Professor to Professor.
   a. Achievement of all primary effort indicators while at the rank of Associate Professor.
   b. Demonstration of activity in four secondary effort indicator categories while at the rank of Associate Professor.

Annual Performance Evaluation for all Library Faculty

Apart from periodic review of tenure track faculty members that focuses on both past performance and potential for future success as a member of the Library faculty; apart from promotion reviews; and apart from the annual administrative reviews and promotion reviews for clinical faculty, all Library faculty members, regardless of rank or track, will engage in an annual performance review. The review provides the Library faculty member a review of the degree to which the faculty member’s individual performance goals during a one-year period have been achieved. Ideally the evaluation and subsequent discussion will guide the faculty member into pursuing subsequent activity that matches his or her own professional agenda in librarianship, research, and service with the broader mission and goals of the Libraries. In years in which compensation increases are tied to performance, i.e., increases above two percent, these reviews can subsequently be employed as defined by departmental and University compensation policies at that time.

Personal Data Form (PDF). Sections 3 – 5 of the Faculty Handbook (3- Academic Personnel Policies; 4 - Faculty Evaluation; 5 - Salary Policies) outline the process for regular performance review for every faculty member. During the annual planning period, typically from January to March, each operational Library unit head will confer with each faculty member in the unit to articulate appropriate workloads (goals and objectives) for the coming year, particularly as they relate to, or would affect, the library service functions of that unit. See Appendix A. of the Evaluation & Compensation Policy (http://www.missouristate.edu/provost/leannyearprocedure.htm). In addition, the faculty member will develop the weighted percentages in librarianship, research, and service that will be applied in the next annual performance evaluation for the faculty member. Upon agreement, the faculty member’s plan will be forwarded to the Dean, who will then either recommend modifications, or approve the individual faculty member’s plan. If necessary, the unit head, Dean, and faculty member will meet to articulate the individual faculty plan. The finalized performance weights and workload will be utilized, as appropriate, during the evaluation cycle in concert with other documentation the respective committees receive. If the faculty member reports directly to the Dean of Library Services, the articulation of goals and objectives for the coming year will be discussed directly with the Dean, and the subsequent steps noted above will also apply. The Personal Data Form for all faculty members, except those undergoing annual tenure review or review for promotion, is limited to four pages. Those undergoing annual tenure review or review for promotion have no limitations on the personal data form (i.e., documentation) other than any format limitations set by the Provost’s Office. A faculty member may update the PDF up to the day that it is submitted to the Dean or to one of the committees for review, based on the annual unit work calendar. It is the responsibility of the applicant to fully document and make a case for tenure or promotion.
Performance Evaluation Committee Process. Upon review of the appropriate portions of the Faculty Handbook, the quality indicators and criteria in the Guidelines, the faculty member’s performance weights, and the faculty member’s Personal Data Form (PDF), the Performance Evaluation Committee will assign each faculty member a rating of 1 – 5 in each of the three evaluative areas: librarianship, research, and service.

Administrative Review. These recommendations are then forwarded to the Dean of Library Services, who will then prepare an annual performance review on each of the three evaluative areas. A copy of the Dean’s review and ratings on the three performance dimensions will be provided to the faculty member. If the Dean’s rating on any of the three performance dimensions differs from that submitted by the Performance Evaluation Committee, the Dean will provide a brief written rationale to the faculty member explaining the distinction, with a copy to the PEC.

As a part of the annual evaluation, the Dean will also meet with each faculty member to assess the previous year’s work. Depending upon the faculty member’s status, these discussions may refer to an annual performance review; a review of annual progress toward tenure; tenure; promotion; PSIP and in the case of clinical faculty, annual review, contract renewal, or promotion. The faculty member may subsequently request a review of the annual performance evaluation by submitting a written appeal to the Dean stating reasons for questioning the rating. The appeal is forwarded to the Library Performance Evaluation Appeals Committee. After review by and a recommendation from the Appeals Committee, the Dean will provide the faculty member a written response to the appeal. Subsequently, the faculty member has the option to appeal the performance evaluation to the Provost and follow the remedies offered by Section 4.6.6.3 of the Faculty Handbook. All of the actions described above will follow the annual calendar from the Provost’s Office as adapted by the Libraries.