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I. HISTORY AND OBJECTIVES

In 1974, the Library Faculty Affairs Committee (LFAC) proposed to consolidate all of the policies and procedures relevant to the WSU Libraries Faculty together in one document. Because all policies and procedures must comply with provisions set forth in the *Washington State University Faculty Manual* and with other administrative decisions, the *Washington State University Library Handbook* is a supplementary document; no policies and procedures included in the *WSU Library Faculty Handbook* can conflict with the *WSU Faculty Manual*.

For comprehensive information about WSU policies and procedures, library faculty may consult the [WSU Business Policies and Procedures Manual](#) and the [WSU Faculty Manual](#).¹

II. RIGHTS, RESPONSIBILITIES, AND ORGANIZATION

A. Faculty Rights and Responsibilities

In accordance with the duties of faculty as defined in the *WSU Faculty Manual*, the Library Faculty have specified the following rights and responsibilities:

1. To assume leadership in setting and achieving the Libraries' policies to support its mission.
2. To develop and promote a library structure that supports the roles and responsibilities of library faculty.
3. To develop and maintain policies and procedures concerned with tenure and promotion.
4. To promote and participate in professional development.
5. To address issues the Dean brings before the faculty.
6. To evaluate the effectiveness of the Libraries' management.
7. To promote and support the Libraries' evolving roles and responsibilities in achieving the educational and research mission of the University.
8. To participate in University governance.

¹The 2008-2009 *Washington State University Faculty Manual*, which partly serves as the basis for this revision of the *Library Faculty Handbook*, consists of prefatory material and these six sections: I: Organization; II: Freedom, Responsibility, and Discipline, including II.F "Disciplinary Process/Procedures"; III: Faculty Personnel Policies, including III.D "Employment" which contains policy on annual review and tenure and promotion; IV:

University Policies Affecting Faculty; V: Policies and Procedures for Indefinite Term and Fixed Term Faculty; and VI: Revision of Proceeding Sections.

B. Organization of the Library Faculty

Library Faculty includes the Dean of Libraries and ranked faculty assigned to the Library.

1. The principal administrative officer of the Libraries is the Dean of Libraries.
2. Library Faculty will hold regular meetings. Minutes taken at those meetings will be deposited in paper format in the University Archives after their distribution and approval by the library faculty. The Chair of LFAC will transmit the minutes to the University Archivist, and the Chair will also maintain the roster for recording duties.

The purposes of these meetings are as follows:

- a. To promote the group's professional involvement in the field of Library and Information Science.
 - b. To provide for the group's active participation in the library and academic affairs of Washington State University.
 - c. To fulfill those duties as listed in the *WSU Faculty Manual*.²
3. Agenda formulation for meetings of the Library Faculty:
- a. The Library Faculty, in consultation with the Dean, shall be responsible for setting the agenda for each meeting. The Library Faculty are encouraged to bring business for inclusion on the agenda to the LFAC Chair.
 - b. The Chair of LFAC shall serve as facilitator, if needed, at regular monthly faculty meetings.
 - c. Reports from faculty or faculty/staff committees, working groups, task forces, etc. (hereinafter called "groups") may be placed on the agenda at the request of the respective chairs.
 - d. Action items will normally be submitted to LFAC by groups.
 - e. If a proposed action item is not approved for inclusion in the agenda, it

²See *WSU Faculty Manual*, I.A.2 "Specific Duties of the Faculty of the Academic Units."

will be returned with an explanation of the action.

4. Meetings will be conducted according to the current edition of *Robert's Rules of Order* unless superseded by rules in the *WSU Library Faculty Handbook*. Quorum (for Library Faculty Meeting purposes) is defined as a majority of library faculty: "The quorum for meetings of the faculty and the graduate faculty shall be all qualified persons in attendance at regularly scheduled and announced meetings. Each of these bodies shall be free to make its own rules of procedure, but, unless rules to the contrary are adopted, motions shall pass by majority vote."³

5. WSU Faculty Senate:

- a. The Library Faculty is represented by two* senators in the Faculty Senate each with a 3-year term. The terms are to be staggered. Each election year three faculty members (including at least one LFAC member) serve on the LFAC Senate Election Subcommittee in order to conduct the election.
**The Faculty Senate reduced the number of Library senators to two in 2011.*
- b. All permanent Library Faculty members may stand for election and/or vote for faculty senate positions.
- c. The Senate Election Subcommittee contacts each nominee for permission to include the nominee on the ballot.
- d. The Senate Election Subcommittee will prepare a ballot of nominees willing to serve. Library faculty members will vote for their first choice nominee. The nominee receiving the most votes will win the election if a minimum of 40% of the eligible voters for that position have voted (WSU Senate Constitution). In case of a tie, a run-off election will be held between the two nominees who received the same number of votes.
- e. If a senator will be absent for two months or more of the academic year, s/he will submit a letter of resignation and an election will be held to select someone to complete the unexpired term.

C. Standing Faculty Committees

1. Library Faculty Affairs Committee (LFAC)⁴

³ See *WSU Faculty Manual*, I.B.2.

⁴ Approved at the 12/14/98 Library Faculty Meeting; Revisions approved at the 11/18/03 Library Faculty Meeting and at the 2/19/2013 Library Faculty Meeting

Role:

The Library Faculty Affairs Committee serves as a representative body of the library faculty to monitor, study, and report on matters of Library or University policy related to the library faculty.

Membership:

LFAC is composed of three library faculty members (elected at large) each with a two-year term. The terms are to be staggered. No member may serve more than two consecutive elected terms. At least one member of LFAC shall be a tenured member of the library faculty at the time of their election, and at least one member of LFAC shall be a non-tenured member of the library faculty at the time of their election.

Governance:

The Library Faculty Affairs Committee meets regularly and reports to the library faculty. LFAC has the power to elect its own officers, determine dates of its meetings, and enact its own rules of procedure. All task forces or other committees established by LFAC are composed of at least one LFAC member to serve as liaison.

LFAC selects a chair and a recorder from within the LFAC membership. The Chair facilitates the LFAC portion of each library faculty meeting, and serves as a liaison to the Dean of Libraries.

Elections⁵:

Elections will be held prior to the library faculty meeting closest to April 15 of a given calendar year. The Nominating Committee will be composed of one LFAC member and two members of the library faculty recruited by LFAC.

All Library Faculty members may stand for election and/or vote for LFAC positions.

The LFAC Nominating Committee will contact each nominee for permission to include the nominee on the ballot.

Two weeks prior to the election date, the LFAC Nominating Committee will submit in writing to the library faculty a ballot of nominees for the vacancies to be filled July 1. There must be at least two nominees for each vacancy. If a member of the Nominating Committee is nominated for a vacancy and accepts the nomination, that person shall resign from the committee and be replaced by another member of the library faculty. It is the responsibility of the Nominating

⁵ Approved at the 02/10/16 Library Faculty Meeting.

Committee to ensure that there are appropriate numbers of tenured and non-tenured nominees on the ballot to fulfill the LFAC membership quotas in each category.

Ballots will be accepted in advance of the meeting. Results of the election will be announced in a timely manner.

If there are unanticipated vacancies from the previous year, the Nominating Committee will also submit at least two nominees for each such vacancy. Between elections, vacancies on LFAC will be appointed by the LFAC Chair. This appointment is temporary and has no bearing on succession.

If for any reason a member of LFAC is inactive from the work of the committee for 3 or more consecutive months, the LFAC Chair may appoint a replacement at his or her discretion. A member who anticipates an absence of a year or more shall resign so that the vacancy may be filled at the annual election.

Specific Charges:

- To address questions or concerns regarding the impact of Libraries or University policies as they relate to library faculty.
- To investigate matters affecting the library faculty.
- To call meetings of the library faculty and appoint members of the library faculty to aid its efforts.
- To update the *Library Faculty Handbook* as needed.

2. Salary Improvement Subcommittee⁶ (of LFAC)

Role:

To monitor, study, report on, and make recommendations on matters related to the salaries of WSU-Pullman librarians as needed.

Membership:

Three representative librarians, elected at-large (LFAC to solicit volunteers); one representative will be from LFAC.

The representative members serve one year terms, starting July 1 each year.

Governance:

The Subcommittee will select its own chair and will meet regularly or as needed. The Subcommittee will coordinate its activities with the Dean of Libraries and various campus units, as warranted. The Subcommittee will submit written reports to LFAC as needed and is expected to solicit input from library colleagues

⁶ Approved at the 08/19/99 Library Faculty Meeting.

using standard library procedure. LFAC will evaluate and submit recommendations to library faculty for approval. The LFAC chair is expected to update library faculty on the Salary Improvement Subcommittee's activities as needed.

Specific charges:

- To identify distinct options for improving faculty salaries.
- To explore and investigate each option, as necessary.
- To develop strategies and make recommendations for improving faculty salaries.
- To prepare written reports to LFAC for review and evaluation as needed.

Reports to: The Library Faculty Affairs Committee

III. FACULTY PERSONNEL POLICIES

A. Faculty Searches

1. Equal Opportunity/Affirmative Action Policies

The Libraries are committed to the University's Equal Employment Opportunity and Affirmative Action hiring policies. Faculty search procedures are based on policies regulated and managed by Human Resource Services (HRS).

2. Statement on No Preferential Balloting in the WSU Libraries

Although WSU academic departments recommend their department chairs through the process of preferential balloting,⁷ and although a similar process had formerly been used in the Libraries to recommend Unit Heads (formerly Division Heads), this procedure is no longer used in the Libraries.⁸

3. Pullman Campus Library-Specific Policies

a. Permission to Fill Vacant Faculty Positions

The Dean of Libraries makes decisions about which vacant positions to fill. The Unit Head and/or Associate or Assistant Dean should prepare and submit an updated position description and a brief rationale for filling the vacancy. The Dean considers vacancies on a library-wide, not unit basis. Reassignment of positions may be appropriate as staffing needs and

⁷ *WSU Faculty Manual*, I.A.3.c "Nomination."

⁸ The Director's Council recommended on December 14, 1982, that the procedure not be applied to any administrators or unit heads in the Libraries. The Director concurred. (Director's Council meeting, 12/14/82.) A motion to reinstate preferential balloting was defeated at the May 11, 1984, Library Faculty Meeting.

priorities change, and the Dean of Libraries has the ultimate responsibility for such decisions.

As soon as possible after the Dean approves the filling of a vacant library faculty position, the Libraries' Personnel Coordinator will initiate and facilitate standard search procedures.

b. Requesting Transfer to an Open Faculty Position

When a permanent, tenure-track, faculty position vacancy occurs in any Library unit, and the Dean gives approval to fill the position, a Notice of Vacancy (NOV) is distributed to the library faculty via the *libfaculty* email distribution list. This gives interested, qualified, permanent faculty in other library units an opportunity to request a transfer into the open position. National searches are mandated for permanent administrative (Associate or Assistant Dean) positions. National searches are strongly recommended when a potential for salary increase exists, such as when filling a permanent Unit Head position. (Note: When the position of Dean of Libraries becomes vacant, the Provost initiates and manages all search processes.)

Before any transfer is implemented, both affected Unit Heads will be notified and the transfer will be discussed with faculty members and staff in the unit with the vacancy. The potential transferee will be interviewed by all faculty in the unit, or by a representative group. Staff who will be supervised by the potential transferee will be given an opportunity to be included in the interview process. A recommendation to accept or reject the transfer request will be determined by the faculty of the affected unit, acting as a committee of the whole, in conjunction with the Unit Head. The Unit Head forwards the recommendation to the Dean of Libraries via their Associate or Assistant Dean. The Dean is the hiring authority and can accept or reject the recommendation. If no expression of interest is made after five working days following the distribution of the NOV to the Library Faculty, normal search procedures will be initiated.⁹ Internal applicants may also apply at that time.¹⁰

B. Faculty Reviews

Annual Review policies are stated in the *WSU Faculty Manual*.¹¹ In addition, the Provost provides instructions, forms, and other pertinent information in mid-

⁹ Approved at the 2/10/16 Library Faculty Meeting.

¹⁰ Approved at the 3/27/01 Library Faculty Meeting.

¹¹ III.D.3.b.3 "Criteria for Library Faculty."

January each year. Faculty members will prepare their annual review materials following these instructions. Unit heads are expected to meet with each faculty member in her/his unit mid-year to review goals and discuss overall performance. Supervisors are expected to give frequent feedback on each faculty member's performance throughout the year.

1. Annual Reviews

a. Procedures

- i. The faculty member prepares and compiles documents as instructed in the Provost's instruction packet using the current annual review documentation system.
- ii. The faculty member provides the documents to their supervisor (Unit Head) for review by the announced deadline.
- iii. The supervisor reviews the materials, prepares an evaluation, and assigns a merit rating based on the documentation provided. The supervisor provides the faculty member with the written evaluation and merit rating at least two working days prior to meeting with the faculty member.
- iv. The supervisor discusses the evaluation and merit rating with the faculty member. The faculty member has up to two working days following the date of the discussion to sign the evaluation. If the faculty member does not agree with the evaluation, the member may append a written dissent to the evaluation. As per the Provost's instructions, evaluations with dissenting comments are submitted to the Provost. As stated in the *WSU Faculty Manual*: "When a dissent is appended, the faculty member must receive written acknowledgement within 15 working days that the statements have been reviewed by the immediate supervisor (normally the Dean [s]) of the writer of the evaluation (normally the Chair) and must receive within an additional 15 working days written acknowledgement that the statements have been reviewed by the Provost."¹²
- v. The supervisor sends the signed evaluation and attachments to LAO for the Dean and Associate or Assistant Dean to review and assign a merit rating.
- vi. The merit rating will be calculated for each faculty member based on the established weighting scale for each category. The Dean's merit

¹² III.D.3.c

rating may differ from the supervisor's merit rating; the Dean's rating becomes the final merit rating.

- vii. If the merit ratings assigned by the supervisor are identical to those assigned by the Dean, no additional signature is needed. If the ratings differ, the faculty member must sign the form a second time.
- viii. A copy of the final annual review, signed by the Dean of Libraries and including any comments made by the Dean, will be sent to each faculty member.

The Dean of Libraries prepares recommendations for merit increases and submits them according to University procedures.¹³

b. Definitions

The following definitions were approved for use when writing the Annual Review to describe the various stages of research, scholarly, creative and professional achievements and activities:¹⁴

CONSULTING consists of the provision of professional expertise to groups or individuals outside of WSU and its regional campuses, including representatives from government, industry, and public or private organizations.

When reporting consulting activities, the following information should be included to assist reviewers in evaluating the activity:

1. Organization for which the consulting was done.
2. Topic or subject of the consultation.
3. Amount of time spent on the project.
4. Contract or payment involved, if applicable.
5. Form of the final product.

IN PROGRESS: Initial stages of an activity including planning and conducting research, practicing for a presentation, preparing for an exhibit,

¹³ In the distribution of salary money, the library faculty recommend that the Library Administration not allow any tenure-track librarian salary to fall below the WSU minimum salary reported to ARL. To improve retention of experienced library faculty, it is highly desirable that their salaries be above the minimum starting salary. (Approved at the 12/16/91 Library Faculty Meeting.)

¹⁴ See the Category II section in "Criteria for Merit Increases, Promotion, and Granting of Tenure" below.

writing, etc.

SUBMITTED: The stage at which a project is submitted to an agency for review and possible publication, funding, or presentation.

ACCEPTED: The stage at which a project, proposal or artistic creation is accepted for publication, funding, or presentation. Minimum documentation at this stage is a statement of acceptance in the curriculum vitae accompanied by a letter of acceptance from the agency or a contract.

PUBLISHED/FUNDED/EXHIBITED/PRESENTED: The stage at which a project, proposal or artistic creation is published, funded, exhibited, or presented. Minimum documentation at this state is a statement of publication, funding, exhibition, or presentation in the curriculum vitae accompanied by a copy of the publication, the contract, or a program of the event.

c. Merit Ratings In the annual review process, a merit rating is assigned to each Criteria Category based on the scale that accompanies the form. Abridged and comprehensive reviews have different scales.

Merit ratings¹⁵ will be assigned to each category based on our contractual distribution of effort:

CATEGORY I	Professional Competence as a Librarian (.70)
CATEGORY II	Research/Scholarly/Creative and Professional Achievements and Activities (.20)
CATEGORY III	Service to the Library, the University and the Public (.10)

The fact that the ratings are no longer numeric and that two different scales are used simultaneously has changed this process from a basic mathematical calculation to a more qualitative effort on the part of the reviewers.

2. Pre-Tenure and Final Tenure Preparation and Review

Pre-Tenure, Tenure, and Promotion & Tenure review policies are stated in the *WSU Faculty Manual*.¹⁵ In addition, the Provost provides instructions, forms, and other pertinent information at the appropriate times during the year. Pre-tenure

¹⁵ III "Faculty Personnel Policies."

reviews occur during spring semester; Promotion & Tenure and Promotion reviews occur during fall semester.

a. Tenure Preparation Plan

The “Tenure Preparation Plan” is an outline of specifics to be accomplished (with anticipated deadline dates) prior to the date at which tenure is to be considered. The plan should relate to the criteria set forth in the promotion and tenure document (Librarianship, Scholarship, and Service). The plan should be completed in consultation with the unit head, prior to the submission of the first annual review, as it is to be included with materials submitted for annual review. The plan should be reviewed and revised each year, as needed, with clear feedback given to untenured librarians in regard to accomplishments and expectations. The plan differs from the yearly goals and objectives in that it covers the entire period prior to tenure. Prior to the submission of the first annual review, as it is to be included with materials submitted for annual review. The plan should be reviewed and revised each year, as needed, with clear feedback given to untenured librarians in regard to accomplishments and expectations. The plan differs from the yearly goals and objectives in that it covers the entire period prior to tenure. Prior to the submission of the first annual review, as it is to be included with materials submitted for annual review. The plan should be reviewed and revised each year, as needed, with clear feedback given to untenured librarians in regard to accomplishments and expectations. The plan differs from the yearly goals and objectives in that it covers the entire period prior to tenure.¹⁶

b. Pre-Tenure Reviews

In accordance with the WSU Faculty Manual, the Libraries have established a procedure for annual pre-tenure reviews of non-tenured faculty. These reviews are intended to provide library faculty with feedback regarding their progress toward tenure.

The documents submitted by all faculty members for annual review are placed in the “Open Files” in the Library Administrative Office. All tenured faculty members should read the files of untenured colleagues in years 1, 2, 4, and 5 in order to familiarize themselves with the progress toward tenure of each non-tenured faculty member.

Annually, an evaluation of each non-tenured faculty member by each tenured faculty member is submitted to the Dean of Libraries. Formal written comments must be submitted on the pre-tenure comments forms provided by LAO, and all tenured faculty are expected to complete a comment form for each non-tenured Librarian. Evaluation is based on the *Library Faculty Handbook* “Criteria for Merit Increases, Promotion, and Granting of Tenure.”

The Dean of Libraries calls an annual meeting of the tenured library faculty for discussion of each non-tenured candidate’s progress toward tenure. The meeting of the tenured faculty will be held to allow for a formal review of the comments and a discussion of each untenured member’s progress.

¹⁶Approved at the 10/26/87 Library Faculty Meeting.

Following the meeting, and after all comments forms have been submitted by the tenured faculty and received in LAO, the forms are given to the non-tenured faculty member's Unit Head. Using the pre-tenure comments forms, the Unit Head prepares a progress-toward-tenure summary, which may incorporate anonymous quotes from the submitted pre-tenure evaluations.

The Dean and Associate or Assistant Dean, together with the appropriate Unit Head, will then confer with the individual faculty member to discuss the results and implications of this evaluation. The Dean, Associate or Assistant Dean, Unit Head, and non-tenured faculty member will sign and date the written summary of the discussion of these results and their implications. The faculty member has the right to write and permanently attach a response to this summary. This will constitute the yearly review of tenure progress for library faculty, in accordance with the *WSU Faculty Manual*.

c. Formal Tenure Progress Review/Third-Year Review

Librarians in Year Three will have a formal, 3rd year review, and all rules, policies, and procedures are outlined in the Provost's instructions distributed in January each year. The purpose of the Third Year Review is to identify relevant deficiencies with regard to progress toward tenure. The results of the tenure progress review are made available to the faculty member.¹⁷

d. Final Tenure and Promotion Review

Librarians in Year Six will have a formal tenure and promotion review, and all rules, policies, and procedures are outlined in the Provost's instructions distributed in May of each year.¹⁸

3. Criteria for Merit Increases, Promotion, and Granting of Tenure¹⁹

"Faculty status entails for librarians the same rights and responsibilities as for other members of the faculty. They should have corresponding entitlement to rank, promotion, tenure, compensation, leaves, and research funds. They must go through the same process of evaluation and meet the same standards as other faculty members." (*Joint Statement on Faculty Status of College and University Librarians*, ACRL, 1972)

The WSU Faculty review process is outlined in the *WSU Faculty Manual*. General guidelines for criteria used in evaluating library faculty are listed in III.D.3.b.3. Those general criteria are supplemented by the specific criteria listed below, which are

¹⁷ For more information, see *WSU Faculty Manual*, Section III.D.3.e "Formal Tenure Progress Review."

¹⁸ For more information, see *WSU Faculty Manual*, Section III.D.3.f "Final Tenure Review."

¹⁹ Criteria approved at the 1/5/87 Library Faculty Meeting; subsequent revisions approved by Library Faculty.

supplemental to the *WSU Faculty Manual*, the governing document for faculty review.²⁰

The granting of merit increases, promotion and tenure should be based on the judgments of Library faculty, members of the University faculty outside the Library, and, in the cases of tenure and promotion, professional colleagues outside WSU. Library faculty will be evaluated on performance according to criteria in the following three categories:

CATEGORY I: PROFESSIONAL COMPETENCE AS A LIBRARIAN

CATEGORY II: RESEARCH/SCHOLARLY/CREATIVE & PROFESSIONAL ACHIEVEMENTS AND ACTIVITIES

CATEGORY III: SERVICE TO THE LIBRARY, UNIVERSITY, AND THE PUBLIC

For annual review, tenure and promotion, and promotion, Library faculty are evaluated according to the following formula:

Category I = 70%
Category II = 20%
Category III = 10%

Library faculty must meet expectations in all three categories; achievement in one category cannot substitute for inadequacies in the other categories. Demonstrated merit and evidence of developing excellence are essential for increases in salary, advances in rank, and the granting of tenure.

Application of the criteria in each of the three categories will vary depending on individual assignment(s). Many librarians must manage units as part of their primary responsibilities. Management effectiveness is critical to the provision of Library services; thus it is included in the Category I criteria. In addition, top Library administrators will be evaluated on their administrative effectiveness as part of the considerations for the granting of salary increases, promotion, and tenure.

The *WSU Faculty Manual* states: “Tenure is granted only for academic rank of professional status within programs, departments, or service units. Department Chairs, School Directors, Deans, Directors, and other administrative officers do not acquire tenure in administrative positions.”²¹

CATEGORY I: PROFESSIONAL COMPETENCE AS A LIBRARIAN (70%)

Each librarian must demonstrate competence and evidence of developing excellence in his/her primary area(s) of responsibility, and maintain cooperative relations with faculty and staff. The

²⁰ See *WSU Faculty Manual*, Section III.D.4.c “Advancement in Rank.”

²¹ *WSU Faculty Manual*, III.D.5.a “General.”

following are examples of specific criteria for each area of responsibility:

a. Direct Reference Services

Demonstrates competence and good judgment in assisting all Library users to locate information.

1. Correctly discerns and interprets user requests and questions.
2. Demonstrates competence in using reference materials and other resources.
3. Demonstrates expertise in appropriate academic subject areas.
4. Maintains positive working relationships with personnel in academic departments or programs.
5. Demonstrates a willingness to assist users, persisting beyond conventional sources to provide desired information.
6. Demonstrates sensitivity to and understanding of users' needs.
7. Effectively communicates knowledge of library organization, policy and goals to users and academic departments.
8. Demonstrates understanding of acquisitions, bibliographic organization and control.

b. Collection Development

Demonstrates good professional judgment, fiscal responsibility, and competence in selecting library materials, in whatever format is appropriate including electronic, in support of the current needs and long-range goals of the Libraries. Demonstrates knowledge of licensing procedures and restrictions appropriate to the librarian's responsibilities.

1. Demonstrates comprehensive knowledge of the library collection, particularly in assigned academic subject areas.
2. Demonstrates knowledge of the curriculum, research, and other library-related activities of the University departments represented within an individual's assigned academic subject areas.
3. Demonstrates competence and good judgment in selecting and deselecting materials in all formats, both in assigned subject areas and interdisciplinary fields.
4. Maintains positive working relationships with personnel in academic departments or programs in assigned subject areas.

c. Instruction in Library Use

Demonstrates competence in instructing users on the effective use of library resources.

1. Uses knowledge of representative literature and current trends in the subject areas of an individual's library division during instructional sessions.
2. Instructs users on accessing specialty resource collections within the WSU Libraries and on relevant external collections.
3. Effectively communicates knowledge of applicable resources within appropriate academic subject areas.
4. Develops effective instructional materials relevant to the needs of the individuals and groups served.
5. Demonstrates competence in the presentation of instructional sessions to the individuals and groups served by the Library.
6. Demonstrates knowledge of research strategies and the teaching of research skills.

d. Bibliographic Organization and Control

Demonstrates competence in establishing and maintaining bibliographic systems that facilitate the organization and control of library resources.

1. Demonstrates in-depth knowledge of past and present cataloging rules.
2. Competently applies currently accepted cataloging rules to produce high quality cataloging for all types of materials.
3. Demonstrates comprehensive knowledge of classification tables and subject heading schedules.
4. Demonstrates knowledge in the creation and application of metadata to facilitate effective access to digital information.
5. Demonstrates competence in the use of automated library systems and knowledge of current developments.
6. Demonstrates sensitivity to the needs of library users.

e. Acquisition of Library/Media Resources

Demonstrates competence in establishing and maintaining procedures for the effective and economical acquisition of library or media resources.

1. Demonstrates in-depth knowledge of the book or media trade and other sources of library/media materials.
2. Demonstrates competence in ordering, receiving and paying for library/media materials.
3. Demonstrates understanding of bibliographic citation techniques and descriptive cataloging.
4. Demonstrates competence in the use of automated systems and knowledge of current developments.
5. Demonstrates sensitivity to the needs of library users.
6. Successfully monitors budgetary expenditures and reports the results.

f. Access Services

Demonstrates competence in establishing and maintaining procedures designed to facilitate user access to WSU library collections and resources, and to the collections and resources made available through agreements with other colleges, universities, organizations, and institutions.

1. Demonstrates in-depth knowledge of automated circulation, reserves, and/or interlibrary loan systems.
2. Demonstrates understanding of agreements governing resource sharing among WSU campuses and programs, between WSU and relevant library consortia, and between WSU and providers of Direct Document Delivery services.
3. Demonstrates competence in managing and fulfilling requests for material through circulation, interlibrary loan, and/or document delivery services.
4. Demonstrates understanding of copyright law and licensing agreements as related to access services.
5. Demonstrates understanding of services available to distance users.
6. Demonstrates ability to generate statistical analyses of access services and to communicate relevant information to appropriate units and individuals within the Libraries.

7. Demonstrates competence in space/stacks planning and management.
8. Demonstrates sensitivity to the needs of library users.
9. Demonstrates competence in monitoring financial transactions (e.g., fees, fines, transaction charges) and providing budgetary accountability through appropriate reports.

g. Automated Systems Activities

Demonstrates competence in the use, evaluation and/or development of automated systems which support the principal activities and services of the Libraries, including mainframe as well as microcomputer-based applications.

1. Demonstrates understanding of existing system capabilities as well as general knowledge of current developments in library automation.
2. Designs effective and efficient means of evaluating library systems and provides appropriate analyses of such evaluation.
3. Demonstrates effectiveness in undertaking needs analyses, preparing specifications and assisting in the design, testing, and implementation of enhancements to the Libraries' automated systems.
4. Effectively communicates knowledge of library automated systems activity to staff in the Libraries and to other appropriate departments and individuals within the University.
5. Maintains positive working relationships with Information Technology (IT) personnel as well as with staff in other library units.
6. Willingly assist, when appropriate, in the instruction of library staff in automated systems activities and procedures.

h. Management Effectiveness

Demonstrates good judgment and competence in directing and guiding library employees. Some criteria apply only to librarians who supervise library staff, while others also apply to those who have a coordination function without supervisory responsibilities. These criteria will apply to managers who are not unit heads.

1. Establishes and achieves goals and objectives in area of responsibility.
2. Maintains constructive working environment for employees.
3. Effectively plans and coordinates resources within budgetary constraints.
4. Competently monitors and directs the performance of employees supervised.
5. Delegates authority when appropriate or necessary.
6. Communicates effectively with supervised employees and other personnel in the libraries.
7. Effectively represents the libraries to the rest of the university and promotes ongoing efforts for cooperation and collaboration.
8. Assists in the selection of competent, well-qualified employees in area of responsibility.
9. Impartially evaluates the performance of supervised employees.

i. Administrative Effectiveness

“Since the Senior Administrators of the WSU Libraries make recommendations that affect library faculty and staff system-wide and that affect the relationship of the WSU Libraries to the WSU community, comments from all library personnel will be solicited by the Dean of Libraries during the annual review process. Where appropriate, individuals outside the WSU

Libraries will also be invited to comment on the performance of an administrator.”²²

These criteria are applicable only to the following positions:

- *Dean of Libraries*
 - *Associate or Assistant Deans*
 - *Unit Heads*
1. Represents users’ interests and needs in setting library goals and objectives.
 - a. Periodically assesses users' needs.
 - b. Demonstrates competence in analyzing, planning and creating effective library services.
 2. Provides effective leadership in the following areas:
 - a. Formation and achievement of library goals and objectives
 - b. Formation and execution of library policies and procedures
 - c. Coordination and management of unit resources
 - d. Development of innovative procedures, operations and/or services
 - e. Representation of the Library to the university administration and the public.
 3. Demonstrates good judgment in the preparation of budget requests and justifications for unit resources:
 - a. Solicits extramural funding for special library projects.
 - b. Successfully monitors budgetary expenditures and reports the results.
 4. Demonstrates competence in personnel administration.
 - a. Provides a congenial working environment for colleagues and staff.
 - b. Supports and encourages collegial participation.
 - c. Effectively promotes the image of librarians within the university community.
 - d. Provides opportunities for professional growth and staff development.
 - e. Motivates staff to perform effectively and efficiently.
 - f. Impartially evaluates the achievements and performance of library personnel according to established criteria
 5. Demonstrates effectiveness in communication and interpersonal relations.
 - a. Competently communicates with library and university personnel.
 - b. Demonstrates a commitment to the dissemination of information within the university community.

CATEGORY II: RESEARCH/SCHOLARLY/CREATIVE & PROFESSIONAL ACHIEVEMENTS AND ACTIVITIES (20%)

Since “the everyday professional activities of librarians [may] bring them into contact with the

²² This paragraph was approved at the 3/25/96 Library Faculty Meeting to replace the 4-year administrative review procedure that was instituted by the Library Faculty in 6/92.

entire realm of knowledge,”²³ research/scholarly/creative and professional activities in any area will be supported by the Libraries and will be given credit in assignment of merit ratings and promotion and tenure decisions.²⁴

Research/scholarly/creative and professional contributions will be evaluated for quality, quantity, and professional significance. Credit in the form of increased merit rating should be awarded at the time of publication, funding, exhibition, or performance. The following activities are examples and are not listed in priority order. In support of the changing landscape of scholarly communications, we encourage library faculty to publish in open access journals or to deposit into a repository, when appropriate.

a. Formal Publications (in any format)

1. Publication of a monograph or book.
2. Publication of articles in refereed journals.
3. Publication of articles in non-refereed journals.
4. Contribution of a chapter or an article in a monograph or book.
5. Publication of substantial bibliographies.
6. Editing, compiling or indexing any substantial published work.
7. Reviews of books, media, websites, and other resources.

b. Presentations

1. Presentations at meetings, conferences, or workshops.
2. Presentations to local groups.
3. Giving workshops.
4. Presentation of research/scholarly/creative exhibits/programs.

c. Professional Activities

1. Active membership in international, national, regional, state, and/or local professional organizations. (*Active membership means holding office, chairing or being a member of active committees, presenting papers at symposia, conferences, annual meetings, conducting workshops, etc.*).
2. Service as moderator or panelist at international or national conventions.
3. Service as moderator or panelist at regional or state conventions.
4. Service as organizer of professional meetings.
5. Service as editor of an academic or professional publication or journal.
6. Service as referee to a professional and/or scholarly journal.
7. Book and audio-visual material reviewing and/or abstracting.
8. Professional consulting or advisory services outside the university.²⁵

²³ Geahigan, P. et al, “Acceptability of Non-Library/Information Science Publications in the Promotion and Tenure of Academic Librarians,” *College & Research Libraries*, Nov. 1981: 571-575.

²⁴ See “Guidelines for Professional Activity Time (PAT)” below.

²⁵ *WSU Faculty Manual*, IV.D “Policy on Compensated Outside Service by Faculty Members—Consulting.”

9. Substantial contributions to educational, scientific, cultural, civic organizations and/or private or governmental agencies at community, state, regional, national, or international levels.
10. Demonstration of ability to procure funding, grants, or donor gifts.
11. Recognitions and outstanding achievements (awards, honor societies, etc.).

d. Continuing Education

1. Completion of an additional advanced degree.
2. Coursework undertaken to expand professional competence.
3. Attendance at professional or scholarly seminars, workshops, or meetings.

**CATEGORY III: SERVICE TO THE LIBRARY, UNIVERSITY, AND THE PUBLIC
(10%)**

Professional service efforts may be at the local, state, regional, national, or international level. The following activities are examples and will be evaluated on a qualitative and quantitative basis.

a. Library Service

1. Active participation on library working groups, committees and task forces.
2. Service as a representative of the library to professional or governmental bodies or agencies.
3. Service as editor or contributor to in-house publications.
4. Preparation of exhibits or programs within the Libraries.

b. University Service

1. Active participation on university and university-related committees and task forces.
2. Participation in university governance (Senate officer, Senator, etc.).
3. Presentations or seminars to, or consultations with, faculty and student groups within the university relating to professional matters.
4. Service as an advisor to student groups recognized by the university.
5. Service as a representative of the university to professional or governmental bodies or agencies.
6. Consulting or advisory service to WSU off-campus programs or research/extension stations.
7. Preparation of exhibits or programs within the university.

c. Service to the Public

1. Presentation of informational public lectures or addresses.
2. Service to community libraries, museums or historical societies.

4. Models for Library Faculty Promotion and Tenure²⁶

The purpose in developing models for Library Faculty promotion and tenure is to give librarians additional information regarding what is needed to achieve tenure. This document is intended to be a supplement to the Tenure Criteria found in the *Library Faculty Handbook*. It must be remembered that while quality is the driving factor in tenure decisions, quantity also contributes to successful tenure consideration. The intention of the criteria and procedures is to maintain a reasonable balance between equity and due process for the candidate and the promotion of excellence in the Libraries.

Individualism and diversity are valued in tenure consideration, hence the importance of more than one model as a path to tenure; each librarian selects the model best suited to him or herself, and indicates this model in documents supporting pre-tenure and tenure evaluation.

Models 1 and 2 relate to tenure and promotion to Librarian 3. Model 3 is for promotion to Librarian 4.

a. Model 1 - The Balanced Model: A balance of achievement in primary responsibilities, publication and professional participation, and service is in evidence, according to the Library faculty designation of 70% effort in Category 1, 20% in Category 2 and 10% in Category 3.

Category I (Professional Competence as a Librarian) - Strong performance in primary job assignment is essential for positive consideration for tenure and promotion. Annual reviews point up any problem areas that need to receive attention and emphasis. Steady improvement and growth is expected. Examples of this growth would be higher levels of performance, increased sophistication in projects and responsibilities, and leadership activities.

Category II (Research/Scholarly/Creative & Professional Achievement and Activities) - Publication usually includes two or more substantial writings such as an article in a refereed journal or a book chapter. Other publications such as reviews of books, media, websites, and other resources and less substantial articles in terms of audience or length are exhibited during the course of the candidate's time at WSU Libraries. Professional activity includes a record of membership, active participation, and/or leadership in substantial committees of regional, national or international library organizations and/or of scholarly organizations in other disciplines. Regional, national or international organization committees, including discussion groups, where a great deal of work is entailed and the candidate has been a fully participating member or chair are given more weight. Of particular note are activities that entail a great deal of time and energy and/or that produce substantive work that is important to the development of the organization and/or the profession.

It is the responsibility of the tenure candidate to document the importance of the organization and the person's contribution to that organization.

²⁶ Approved at the 5/15/00 Library Faculty Meeting. A third model that was an option for promotion to Librarian 3 and Librarian 4, the Professional Participation Model, was eliminated at the 12/13/2012 Library Faculty Meeting.

Category III (Service to the Library, University, and the Public) - Service on Library committees, University committees and to the community is steady over the candidate's years at WSU. Committees that meet often, call for major time commitments, and are important to the mission, governance, and/or structure of the Library and University are more heavily weighted. Community service includes any volunteer activity that benefits the entire community or segments thereof.

b. Model 2 - The Publication Model: The candidate has chosen to be more involved in publication and less involved in organization work. Category 2 is still evaluated overall as 20% of effort.

Category I - Same as Model 1. 70%

Category II - A strong and consistent pattern of publication should be evident. Typically, a committed publication record includes a major contribution to the field, such as a scholarly monograph, or a minimum of five articles in refereed journals, or the equivalent. Since the emphasis is on publication, there will be a rigorous review of quality, creativity, originality and quantity. Measures by which research and creative activities may be evaluated include annual written evaluations; copies of publications, papers, and grant applications; published reviews; letters of evaluation from professional associates; and honors or awards received. Some professional activity in organizations must be evidenced.

Category III - Same as Model 1. 10%

c. Model 3 - Promotion to Librarian 4

The Libraries guidelines for promotion to the highest librarian rank, Librarian 4, include achievement of specific criteria for the promotion to Librarian 3, but in each instance more is expected, i.e., high performance as a librarian, more significant publications, and evidence of a national or international reputation. As stated in the *WSU Faculty Manual*, "Attainment of the rank of Professor is an indication that, in the opinion of colleagues, an individual has made, and continues to make, outstanding contributions to a major area of the individual's work assignment. Satisfaction of minimum criteria at the unit level is not sufficient to ensure promotion. In fact, some successful faculty members will complete their careers without being promoted to the rank of Professor."²⁷ Libraries faculty who are promoted to Librarian 4 have a distinguished record of research and professional activities in addition to excellence in the practice of librarianship.

Model 1 - The Balanced Model: A balance of achievement in primary responsibilities, publication and professional participation, and service is in evidence.

²⁷ III.4.c "Promotion to Professor."

Category 1 - Strong performance in primary job assignment is mandatory for promotion to Librarian 4, with a demonstrated record of progressive growth and excellence in librarianship. High supervisory evaluations, significant levels of performance, favorable assessments by colleagues and other pertinent individuals, major projects and responsibilities, leadership activities, and awards are indicators of achievement.

Category 2 - Excellence in research, scholarly, and professional performance includes a demonstrated regional, national or international impact on librarianship and favorable comparison to others at a similar stage in their professional careers. Original scholarship or creative productivity is evident through electronic or print publications, reports to professional organizations, presentations, exhibits, awards, or similar accomplishments. A consistent pattern of publication and participation should be evident. Typically, a publication record includes a major contribution to the field, such as a scholarly monograph, or usually at least four articles in refereed journals, or the equivalent. Measures by which research and creative activities may be evaluated include annual written evaluations; copies of publications, papers, and grant applications; published reviews; letters of evaluation from professional associates; and honors or awards received. Measures by which professional activities may be evaluated include holding offices in regional, national or international professional organizations; presenting papers at regional, national or international conferences; and substantive participation in regional, national or international associations.

Category 3 - Commendable service on Library committees, University committees, and in community activities is steady over the years of employment. Measures by which service and outreach activities may be evaluated include, but are not limited to, annual supervisory evaluations, assessments by colleagues and other individuals who have observed the candidate's performance, and receipt of honors and awards.

Model 2: The Publication Model

Category 1 – Same as Model 1

Category 2 – A strong and consistent pattern of publication should be evident. Typically, a committed publication record includes a major contribution to the field, such as a scholarly monograph, or a minimum of five articles in refereed journals, or the equivalent. Since the emphasis is on publication, there will be a rigorous review of quality, creativity, originality and quantity. Measures by which research and creative activities are evaluated may include annual written evaluations; copies of publications, papers, and grant applications; published reviews; letters of evaluation from professional associates; and honors or awards received. Some professional activity in organizations must be evidenced.

Category 3 – Same as Model 1

C. Guidelines for Professional Activity Time (PAT)

Professional Activity Time (PAT) is defined as “time to conduct research and to carry out professional activities” as specified in Category II of the Libraries’ “Criteria for Merit Increases, Promotion, and Granting of Tenure.”

PAT is an acknowledgement that time is needed each week to work on Category II activities. It is not intended to be the only time devoted to such activities nor the only time granted by the Libraries or the University for such activities.

The following Guidelines govern the use of PAT:²⁸

Eligibility: All librarians with a minimum of .5FTE will be eligible for PAT.

Amount of Time: PAT will consist of 4 hours per week for each librarian FTE. Those with less than a full-time appointment will receive PAT pro-rated to their FTE appointment, i.e., faculty with a .5FTE appointment will receive 2 hours per week of PAT.

When: Librarians will determine when to take PAT depending on individual time constraints and scheduled responsibilities, such as reference shifts. Up to 16 hours of PAT may be accrued.

Where: Individual librarians will determine where PAT is used.

D. Research/Scholarly/Creative & Professional Activities Support Guidelines²⁹

The WSU Libraries provide support to library faculty members for activities as listed below. However, faculty members are encouraged to seek outside funding for any of the listed activities.

These guidelines cover all WSU Libraries faculty members, but regional campus librarians need to follow specific procedures on their campus as appropriate.³⁰

If the support involves ordering items or using outside services, please work with the Library Administrative Office in advance instead of expecting reimbursement. No formal administrative approval is required for the following items.

1. Telephone; facsimile
2. Duplication (up to \$50 per year)

²⁸ Approved at the 11/25/91 Library Faculty Meeting.

²⁹ Revised by Library Faculty on 3/20/00; revised on 12/11/01; repaginated on 3/25/02; revisions approved by Library Faculty on 3/23/04.

³⁰ See *WSU Faculty Manual*, II.D.1 “Use of Public Property or Equipment for Private Purposes” and IV.H “Copyright Policy.”

3. ILL, Document Delivery
4. Routine computer support and software (e.g., requesting software that is generally on hand; requests for burning a CD, etc.)
5. Postage (up to \$50 per year)
6. Poster session supplies (up to \$50 per year)
7. Normal use of library equipment, collections, supplies, services

The following activities require administrative approval to be supported. To obtain prior administrative approval for items listed below, send a request and a brief explanation or justification to the Unit Head. Upon approval, the request will be forwarded to the Associate or Assistant Dean and the Dean. The faculty member making the request will be notified of the results within two weeks.

1. Travel (exclusive of regular library allotment), such as pre-conferences, training opportunities, or visits to research collections and archives. Pullman librarians may be eligible for administrative travel for these types of activities.
2. Computer support (above the level of support noted above)
3. Temporary employee wages
4. Expenditures for items listed above in excess of the normal, reasonable amounts
5. Other expenditures needed for research, scholarly, creative and professional activities

E. Faculty Mentoring Program ³¹

The University and the Libraries strongly encourage mentoring for all faculty members. As an informal and optional agreement between two people, the mentor and mentee relationship have unique characteristics and responsibilities. Critical to the success of the Libraries is the understanding that the mentor/mentee relationship is entered into voluntarily and can be dissolved by either of the parties at any time without any ramifications to either party. The mentoring program does not remove responsibility from the mentee regarding achievement of goals. The mentee is accountable for their level of performance, professional development, research, creativity, and service

Successful mentoring may take a variety of forms, but all require the active participation of individuals to nurture and focus their aspirations towards tangible goals through mindful reciprocal relationship building. WSUL mentoring program goals:

- To facilitate the development of professional support networks throughout the WSUL system for librarians at all stages of their careers
- To provide a way for librarians to learn (and share) skills and interests
- To provide a flexible, but structured, way for librarians to engage in professional partnerships

1. Mentoring Tracks

- a. Orientation Mentoring (Required)

³¹ Approved at the 4/06/20 Library Faculty Meeting, revisions approved by Library Faculty on 6/10/21.

Orientation mentoring is to help new faculty become familiar with the workings and environment of the Libraries, the University, and the community during their first six months. While opportunities can arise for informal mentoring during this time, the orientation mentoring would be comprised of:

- One peer mentor that has been with WSUL for at least 1 year
- One tenured mentor

Identification of mentors will occur before the new faculty's start date by the search committee chair. These mentors can be from the same unit or outside of the unit. After the period of six months, mentees can move into individual mentoring track.

b. Individual Mentoring (Recommended)

Provide assistance and support to faculty pursuing their individually identified goals.

1. Junior Faculty- After the initial orientation-mentoring period has ended, junior faculty are encouraged to fill out the Mentee Interest Form (provided by a direct supervisor) and identify a mentor(s) based on identified goals.
2. Tenured Faculty- At any point during a librarian's professional career, mentors can be sought out based on identified goals. Individual mentoring should be discussed with direct supervisors during annual reviews.

c. Cohort Mentoring

Cohort mentoring is for any group of WSUL faculty, organized by cohorts such as junior library faculty, promotion to Librarian IV, etc, will meet and discuss similar topics or items with an identified mentor(s). The cohort and availability of the mentor will determine frequency of meetings.

2. Mentoring Best Practices

Adapted from Iowa State University Libraries.

a. Mentors:

A successful mentor is a member of the academic community with a thorough understanding of the institution. The person is one who is able to listen, identify barriers to and strategies for professional success while also assisting the mentee in devising realistic goals and expectations as they prepare for tenure. The mentor will at the same time remain mindful of the mentee's multiple roles and responsibilities. The mentor must not be a direct supervisor.

- Agree upon and schedule a regular meeting time. Honor those meetings.
- Agree upon confidentiality and honor that trust.
- Listen. Ask questions. Provide constructive feedback. Support and advocate for your mentee.
- Be proactive in meeting the needs of the mentee
- Remember that the focus is on your mentee, and that you are not their boss. Take their lead.
- Don't avoid organizational climate or personal topics, as many mentees need to talk or know about these. Make referrals as necessary.
- If you are unable to continue your mentoring relationship, assist your mentee in finding a new mentor before you cease mentoring them.

b. Mentees:

Any member of the WSUL faculty.

- Agree upon and schedule a regular meeting time. Honor those meetings.
- Agree upon confidentiality and honor that trust.
- Define your goals and challenges and communicate them to your mentor. This will help them provide you with relevant support, advice, and feedback.
- If/when your goals change, communicate the changes to your mentor.
- Be prepared to receive and accept feedback.

3. Procedures for the Library Faculty Affairs Committee (LFAC)

Mentoring will be a Library Faculty Meeting agenda item at the beginning of each semester. When mentoring is on the faculty meeting agenda, the Become a Mentor and Mentee Interest Forms will also be distributed by LFAC. Upon the closing of the survey, an LFAC member will update list of possible mentors in the library SharePoint (also found on the LAO page) and send the list to the WSUL faculty who filled out the Mentee Interest Form. After choosing a mentor, mentees can either reach out directly to their mentor or ask a member of LFAC to make the connection between mentor and mentee.

IV. TRAVEL and LEAVE

Policies and procedures regarding travel are in the *WSU Faculty Manual* (IV.L.3) and *The Business Policies and Procedures Manual (BPPM)* under “Travel” (Chapter 95.00). For information on the types of leave and related leave policy, see the *WSU Faculty Manual* III.E “Leave of Absence and Vacation”.

V. REVISION OF THE LIBRARY FACULTY HANDBOOK

The Library Faculty Affairs Committee will review, revise, and update the *Library Faculty*

Handbook as needed. Changes in policies and procedures which affect the Library Faculty that are approved or implemented by the Library Faculty, the Dean of Libraries, or other agencies, committees, or task forces, should be submitted to LFAC for insertion into the *Handbook*. Regarding the advertisement of changes to the *WSU Faculty Manual*, that document states that “The Faculty Senate shall submit its recommendations to the President, who has final responsibility, as delegated by the Board of Regents, for revisions or changes in the *Faculty Manual*. The Executive Secretary of the Faculty Senate shall be responsible for informing the University community of approved changes in the *Manual* and for adding these changes to the published revisions of the *Manual* at appropriate intervals.”³²

³² VI “Revision of Preceding Sections.”

Approved by the Library Faculty: May 14, 2009; Revised 12/13/2012 and 2/19/2013.