
CRITERIA FOR REAPPOINTMENT, PROMOTION, AND TENURE

Kraemer Family Library
University of Colorado Colorado Springs

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Introduction

The criteria presented in this document are to be considered criteria for the review of candidates for reappointment, promotion, tenure, and post-tenure review in the Kraemer Family Library at the University of Colorado Colorado Springs. They have been developed and adopted by the tenure-track and tenured faculty of the Kraemer Family Library in accordance with University of Colorado Regent Laws and Policies *Article 5* and *Policy 5M*, University of Colorado Academic Policy Statement (APS) 1022: *Standards, Processes and Procedures for Reappointment, Tenure, Promotion, and Post-Tenure Review*, and University of Colorado Colorado Springs Policy 200-001: *Reappointment, Promotion, and Tenure*.¹

Candidates for reappointment, tenure, or promotion to Associate Professor may choose to use the most current version of the criteria or the criteria under which they were hired. In accordance with APS 1022, candidates for promotion to Full Professor must use the current criteria. If a candidate opts for the most current version, they cannot revert to the criteria under which they were hired during future reviews. Candidates must include the criteria under which they are being evaluated in their dossier.

Each candidate's case will be reviewed and judged on its individual merits and circumstances. The evaluation process assumes the candidate possesses an appropriate terminal degree (generally a Master's in Library and Information Science from an American Library Association

¹ Any processes not directly addressed within this document or the accompanying RPT Procedural Checklist will use the campus and university processes and guidelines outlined in these laws and policies.

accredited program), education and training in the discipline, and conduct that reflects widely accepted professional and academic standards in the discipline of librarianship.

The criteria in this policy are based upon a 12-month faculty appointment with a workload distribution of 60% teaching/librarianship, 20% scholarly/creative work, and 20% leadership and service. This corresponds to what is considered a heavy teaching load in other colleges. If the faculty member utilizes an approved differentiated workload the expectations related to quality and growth in the affected categories will remain, but the amount of evidence required will be adjusted accordingly.

Faculty may be hired with or without credit for prior service towards tenure and rank based on their work at other institutions. This credit is negotiated at the time of hire and documented in the initial letter of offer. Faculty appointed to assistant professor from an instructor track position at UCCS are also eligible to negotiate credit at the time of promotion.

General Considerations for Criteria

The Kraemer Family Library is committed to quality librarianship, scholarly/creative work, and service to the Library, campus, CU system, community, and profession. Appendices A – C suggest types of evidence that a candidate for reappointment, promotion, or tenure can use to demonstrate the impact and quality of their work in each of these areas. The lists are neither exhaustive nor rank ordered, and each entry is not individually required for every candidate.

All library faculty are required to work with their supervisor to develop a faculty responsibility statement (FRS) which outlines their core job responsibilities. It may be updated over time to reflect changes to core responsibilities. Candidate dossiers must include all versions of the FRS used during the time period under review.

Library faculty's scholarly/creative work and leadership and service activities often relate directly to the core job responsibilities they perform as their teaching/librarianship. Due to the overlapping nature of these activities, faculty are allowed some discretion in deciding where to list quality indicators as evidence of their impact so long as they do not use the same specific activity as evidence in multiple areas.

Teaching/Librarianship

When Kraemer Family Library faculty are evaluated in the area of teaching/librarianship, this refers to the practice of librarianship. Librarianship accounts for the majority of a faculty member's effort and is evaluated in the place of teaching. Even when a Library faculty member performs instruction activities as part of their core job responsibilities, the work differs from that of teaching faculty in other colleges. In general, library faculty do not teach credit bearing courses and do not receive Faculty Course Questionnaires (FCQs). This piece of evidence is neither expected nor appropriate for evaluating most candidates' teaching/librarianship. Multiple means of evaluating librarianship are suggested in Appendix A.

At the most basic level librarianship involves the provision of collections (physical and virtual), services, and tools that help users discover, access, evaluate, and utilize information. This can encompass a broad range of faculty job responsibilities including but not limited to developing the library collection, developing the library's online search tools, conducting instruction sessions on information literacy concepts, assisting faculty and students with research, developing library programming, managing faculty and staff, or managing the library's materials budget. Core job responsibilities can vary greatly between faculty members and they may devote significantly different amounts of effort to similar responsibilities. Candidates should be evaluated based on the core job responsibilities of their unique positions.

The immediate instructional setting for a Kraemer Family Library faculty member's teaching/librarianship is the performance of their core job responsibilities. When a faculty member uses the knowledge and experience gained through their practice of librarianship to establish and share best practices, standards, or guidelines in external communities of practice on campus, regionally, nationally, or internationally, they may be judged as having demonstrated achievement which furthers the practice and/or scholarship of teaching and learning beyond one's immediate instructional setting.

Scholarly/Creative Work

The Library places a higher emphasis on the quality of a candidate's scholarly output than the quantity. As an applied field, there is a high value on sharing practical knowledge through both publishing and presentation. Librarianship is a highly collaborative field so co-authorship is considered as valuable as single authorship. Candidates shall articulate their contribution to co-authored works.

In support of increasing the global dissemination of library and information science scholarship, the Association of College and Research Libraries' *Policy Statement on Open Access to Scholarship by Academic Librarians* "recommends as standard practice that academic librarians publish in open access venues, deposit in open repositories, and make openly accessible all products across the lifecycle of their scholarly and research activity." The Kraemer Family Library values faculty sharing their scholarly/creative work through appropriate open access venues in their research areas.

The Library places a high value on the quality and integrity of its faculty's scholarly output. If a review committee determines that a candidate has published their work through a predatory venue, this will be reflected in its rating of the candidate's scholarly/creative work.

Leadership and Service

In addition to fulfilling service roles within the Kraemer Family Library, faculty members are expected to provide service to the campus, CU system, community, or profession.

Criteria for Initial Reappointment Review

Teaching/Librarianship

A rating of ***on track for tenure*** requires the candidate to have assumed their core job responsibilities and to present evidence of investigating opportunities to make improvements or innovations to library collections or services.

A rating of ***not on track for tenure but could meet standards for tenure with appropriate corrections*** requires the candidate to have assumed the majority of their core job responsibilities.

A rating of ***not on track for tenure*** requires the candidate to have demonstrated no evidence of a good faith effort to assume their core job responsibilities.

Scholarly/Creative Work

The terminal degree in librarianship is a master's and newly hired or promoted faculty may come to the Kraemer Family Library from a wide variety of library environments, many of which do not have tenure track positions. It is highly likely that a candidate will have no defined research agenda when appointed to their position. The goal of any candidate's first year should be to establish a viable agenda they can pursue in the coming years.

A rating of ***on track for tenure*** requires the candidate to have defined a research agenda and to present evidence of scholarly/creative work potential towards publication or presentation. This can include but is not limited to IRB applications, data gathering instruments, data collected in the course of research, conference proposals, or drafts of planned publications.

A rating of ***not yet on track for tenure but could meet standards for tenure with appropriate corrections*** requires the candidate to have defined a research agenda, but not present evidence of scholarly/creative work potential towards publication or presentation.

A rating of ***not on track for tenure*** requires the candidate to have demonstrated no evidence of attempting to engage in scholarly/creative work-related activities.

Leadership and Service

A rating of ***on track for tenure*** requires the candidate to have assumed service responsibilities to the Library and to present evidence that they have begun the process of identifying potential increased service responsibilities to the campus, CU system, community, or profession.

A rating of ***not yet on track for tenure but could meet standards for tenure with appropriate corrections*** requires the candidate to have assumed service responsibilities to the Library, but not present evidence of identifying potential increased service responsibilities to the campus, CU system, community, or profession.

A rating of ***not on track for tenure*** requires the candidate to have demonstrated no evidence of service to the Library, campus, CU system, community, or profession.

Criteria for Comprehensive Reappointment Review

If a committee rates a candidate as ***on track for tenure***, its recommendation letter shall indicate whether the candidate is on track for a rating of meritorious or excellent in that area. If a committee rates a candidate as ***not on track for tenure but could meet standards for tenure with appropriate corrections***, the letter shall explicitly list appropriate corrections for the candidate to make before their tenure review.

During the comprehensive reappointment review, the Kraemer Family Library requires letters from at least three external reviewers that evaluate the quality of the candidate's scholarly/creative work. The candidate, the chair of the Primary Unit Evaluation Committee, and the Dean will collaborate to develop a list of potential reviewers as described in the Library's RPT Procedures Checklist.

Teaching/Librarianship

A rating of ***on track for tenure*** requires the candidate to demonstrate that they have improved or innovated the collections or services of the Kraemer Family Library through the performance of their core job responsibilities. Candidates can also demonstrate evidence of efforts to improve or innovate that are in progress or were halted by circumstances outside the candidate's control.

A rating of ***not on track for tenure but could meet standards for tenure with appropriate corrections*** requires the candidate to demonstrate that they are maintaining the collections or services of the Kraemer Family Library through the performance of their core job responsibilities, but not present evidence of an attempt to improve or innovate in their position.

A rating of ***not on track for tenure*** requires the candidate to have demonstrated minimal effort in performing their core job responsibilities.

Scholarly/Creative Work

A rating of ***on track for tenure*** requires the candidate to have produced at least two publications or presentations, at least one of which is a peer reviewed publication which has been published or accepted for publication.

A rating of ***not yet on track for tenure but could meet standards for tenure with appropriate corrections*** requires the candidate to have produced at least one publication or presentation and have at least a viable draft they are prepared to submit to a peer reviewed publication.

A rating of ***not on track for tenure*** requires the candidate to have produced no publications or presentations or have no viable drafts they are prepared to submit to a peer reviewed publication.

Leadership and Service

A rating of ***on track for tenure*** requires the candidate to be meeting service responsibilities within the Library and some service responsibilities to the campus, CU system, community, or profession.

A rating of ***not yet on track for tenure but could meet standards for tenure with appropriate corrections*** requires the candidate to be meeting service responsibilities within the Library, but demonstrate no evidence of service or an attempt to provide service to the campus, CU system, community, or profession.

A rating of ***not on track for tenure*** requires the candidate to have demonstrated no evidence of service to the Library, campus, CU system, community, or profession.

Criteria for Awarding of Tenure and/or Promotion to Associate Professor

To be awarded tenure, candidates must demonstrate meritorious performance in teaching/librarianship, scholarly/creative Work, and leadership and service. They must also demonstrate excellence in either teaching/librarianship or scholarly/creative Work. Equal accomplishment is not expected in all areas.

Teaching/Librarianship

A rating of ***meritorious*** requires the candidate to demonstrate that they have positively impacted the Kraemer Family Library by improving or innovating collections and services that allow the UCCS community to access and use information. They will do this by assembling a varied group of evidence as suggested in Appendix A: Quality Indicators for Teaching/Librarianship. Librarians carry out a wide variety of job duties and the quality indicators in Appendix A are not an exhaustive or ranked list. Candidates may provide any evidence that demonstrates their impact on the Library's ability to serve the UCCS community.

A rating of ***excellent*** requires the candidate to exceed the criteria for meritorious by further demonstrating that they have used their expertise from carrying out their core job responsibilities to establish and share best practices, standards, or guidelines with the larger campus, regionally, nationally, or internationally.

Scholarly/Creative Work

A rating of ***meritorious*** requires the candidate to have sustained a record of scholarly activity, resulting in three to five publications or presentations which make an original scholarly contribution. These may include a combination of scholarly outputs listed in Appendix B:

Quality Indicators of Scholarly/Creative Work such as journal articles, book chapters, books, papers presented at a conference, or conference presentations. At least two of the scholarly outputs must be peer reviewed publications.

A rating of **excellent** requires the candidate to exceed the criteria established for meritorious by producing a larger quantity of peer reviewed publications and presentations or by demonstrating the high quality of their scholarly activity. They can do this by demonstrating the impact of their scholarship at the regional, national, or international level through a combination of external letters and other quality indicators listed in Appendix B such as citations, downloads, or reviews of their work.

Leadership and Service

A rating of **meritorious** requires the candidate to be meeting service responsibilities within the Library and some service to the campus, CU system, community, or profession

A rating of **excellent** requires the candidate to be meeting service responsibilities within the Library and leadership roles or multiple service contributions to the campus, CU system, community, or profession.

Criteria for Promotion to Full Professor

APS 1022 requires the candidate to have “A record that, taken as a whole, may be judged to be excellent” for promotion to Professor (also referred to as “Full Professor”). To meet this standard, the Kraemer Family Library requires the candidate to receive a rating of **excellent** in teaching/librarianship *and* in either scholarly/creative work or leadership and service. They must receive a rating of at least meritorious in the remaining category. The time period under consideration when determining ratings are the years between the awarding of tenure/promotion to Associate Professor and applying for promotion to Full Professor.

Teaching/Librarianship

A rating of **meritorious** requires the candidate to have continued contributing to the improvement or innovation of Kraemer Family Library collections and services, demonstrated through a combination of evidence compiled from Appendix A: Quality Indicators of Teaching Librarianship or additional evidence they feel demonstrates their impact since the awarding of tenure.

A rating of **excellent** requires the candidate to have continued contributing to the improvement or innovation of Kraemer Family Library collections and services as described in the rating for meritorious and to have continued sharing best practices, standards, or guidelines for the practice of librarianship with the larger campus, regionally, nationally, or internationally since the awarding of tenure.

Scholarly/Creative Work

A rating of **meritorious** requires the candidate to have maintained a record of scholarly output demonstrated through a combination of evidence compiled from Appendix B: Quality Indicators of Scholarly/Creative Work, which must include peer reviewed publications, since the awarding of tenure.

A rating of **excellent** requires the candidate to have maintained a record of scholarly output as described in the rating for meritorious with a greater emphasis on quality indicators which are peer reviewed publications or are deemed to have a greater impact at the regional, national, or international level.

Leadership and Service

A rating of **meritorious** requires the candidate to have maintained service responsibilities within the Library and some service to the campus, CU system, community, or profession since the awarding of tenure.

A rating of **excellent** requires the candidate to have maintained service responsibilities within the Library and leadership roles or multiple service contributions to the campus, CU system, community, or profession since the awarding of tenure.

Post-Tenure Review

As outlined in APS 1022 and UCCS Campus Policy 200-016, faculty must develop a professional plan within 12 months of the awarding of tenure and undergo a regular post-tenure review (PTR) every five years. The Dean of the Kraemer Family Library shall be responsible for the annual review of the tenured faculty's professional plans. The PTR committee will consist of at least three eligible tenured faculty members. When possible the majority of its members shall be from the Kraemer Family Library and members from other academic units may be selected if their area of expertise allows for sound judgment of the candidate's record when an insufficient number of tenured faculty are present in the Kraemer Family Library.

In preparing for and conducting the PTR, the candidate and committee will adhere to policy 200-016. A rating of **meeting expectations** in the areas of teaching/librarianship, scholarly/creative work, and leadership and service requires the candidate to have achieved a rating of **meeting expectations** or higher in all annual merit reviews included in the time period under review, to have met the goals in their current professional plan, and to have submitted an acceptable professional plan for the next five year PTR cycle. Ratings of **exceeding expectations** or **outstanding** will be awarded for exceeding these standards.

If a review is triggered due to an overall annual performance review rating of **below expectations** or lower during any five year PTR cycle, the faculty member will meet with the Dean of the Kraemer Family Library to develop a Performance Improvement Agreement (PIA) as required in policy 200-016 and CU System APS 5008: Performance Ratings for Faculty.

Committee Composition

Multiple review committees may be assembled during a given year if necessitated by the number of faculty undergoing review and the number of faculty eligible to serve on each committee.

Primary Unit Evaluation Committee (PUEC)

Chosen by the Dean of the Library. Consists of at least three eligible faculty members. When possible the majority of its members shall be from the Kraemer Family Library. If a faculty member from another college is required, they shall be chosen by the Dean of the Library from a nomination list submitted by the candidates under review.

Due to the small size of the Kraemer Family Library, the tenure-track and tenured faculty have elected that there shall not be a full primary unit vote on reappointment, tenure, or promotion following the PUEC's recommendation, as allowed in APS 1022.

Dean's Review Committee (DRC)

Chosen by the Dean of the Library. Consists of at least three eligible faculty members. When possible the majority of its members shall be from the Kraemer Family Library. If a faculty member from another college or another CU system library is required, they shall be chosen by the Dean of the Library.

Appendix A: Potential Teaching/Librarianship Quality Indicators

- Documentation of design/implementation of projects
- Documentation of developed/improved workflows
- Evidence of partnerships created/maintained
- Evidence of collection development activities
 - Lists of materials purchased
 - Lists of materials deselected
 - Usage statistics on materials in assigned collection areas
 - Analyses of assigned collection areas
 - Examples of methods developed to analyze collection use
 - Budget documentation and/or analysis
- Evidence of information literacy instruction activities
 - Faculty feedback on information literacy instruction
 - Student feedback on information literacy instruction
 - Peer evaluation of information literacy instruction
 - Examples of lesson plans, activities, handouts, etc.
 - Examples/usage statistics of online learning objects
- Evidence of marketing/programming activities
 - Examples of marketing tools
 - Engagement data
 - Attendance data

- Evidence of research assistance activities
 - Data on Research Assistance Desk interactions and/or research consultations
 - Student/faculty feedback on research assistance
 - Peer evaluation of Research Assistance Desk work
- Evidence of collection discovery activities
 - Original cataloging records
 - Creating archival finding aids
 - Creating and updating metadata
 - Managing or creating discovery tools
- Evidence of supervisory/management activities
 - Documentation of training activities
 - Documentation of training materials
 - Documentation of department workflow analysis and improvements
- Supervising student internships, practicums, research, and/or theses
- Formal mentorship of librarians/library staff at other institutions
- Documentation of professional development for faculty in other colleges
- Documentation of professional development for library faculty/staff at other institutions
- Letters of support
- Awards and honors

Appendix B: Potential Scholarly/Creative Work Quality Indicators

- Journal article
- Invited article
- Book
- Book chapter
- Edited volume
- Conference paper
- Conference presentations
- Conference poster session
- Citation statistics for publications
- Download/read statistics for publications
- Reviews of candidate's published work
- Audience feedback from conference presentations
- Submitted grant proposals
- Funded grant proposals
- Journal peer reviewer
- Conference peer reviewer
- Grant proposal reviewer
- Letters of support from external reviewers
- Exhibits with documentation

Appendix C: Potential Leadership and Service Quality Indicators

- Library committee/task force membership
- Library committee/task force leadership
- UCCS committee/task force membership
- UCCS committee/task force leadership
- CU System committee/task force membership
- CU System committee/task force leadership
- Elected position in faculty governance
- Active participation in a professional association or its committees
- Leadership in a professional association or its committees
- Elected position in a professional association or its committees
- Editor/editorial committee or board for journal or book series
- Serving in a support capacity of student organizations
- Serving in a leadership role for student organizations
- Letters of support from a peer who is familiar with candidate's service work

Kraemer Family Library

RPT Criteria

Version History

Version 1: Initial Version

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