

# Washington State University Library Faculty Handbook

Last revised 2025

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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*.<sup>1</sup>

## 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.

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<sup>1</sup> The 2026 *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; III: Faculty Personnel Policies, including III.D "Employment" which contains policy on annual review and tenure and promotion; IV: University Policies Affecting Faculty; V: 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.

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*.<sup>2</sup>
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 recommend agenda items to LFAC.
    - b. The Chair of LFAC shall serve as facilitator, if needed, at regular 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 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

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<sup>2</sup> See WSU Faculty Manual, I.A.2 "Specific Duties of the Faculty of the Academic Units."

(for Library Faculty Meeting purposes) is defined as a majority of library faculty.<sup>3</sup>

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 Library Faculty members, aside from short-term faculty, 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, they 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)<sup>4</sup>

**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

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<sup>3</sup> See WSU Faculty Manual, I.B.2.

<sup>4</sup> 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.

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 projected service, and at least one member of LFAC shall be a non-tenured member of the library faculty.

**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.

**Elections:<sup>5</sup>**

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 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 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

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

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 their 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. If a member of LFAC receives tenure while serving, leaving LFAC with no non-tenured faculty, that member will step down and a replacement will be appointed by the Chair to fulfill the remainder of their elected term.

**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 solicit feedback, topics, questions, and concerns from library faculty regarding policies and issues as they relate to faculty.
- To call meetings of the library faculty and appoint members of the library faculty to aid its efforts.
- To coordinate updates to the *Library Faculty Handbook* as needed.

2. Salary Improvement Subcommittee<sup>6</sup> (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

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<sup>6</sup> This subcommittee has been on hiatus since 2007-08, but may reconvene.

campus units, as warranted. The Subcommittee will submit written reports to LFAC as needed and is expected to solicit input from library colleagues 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<sup>7</sup>**

#### **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 Pullman Libraries**

Although WSU academic departments recommend their department chairs through the process of preferential balloting,<sup>8</sup> 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.<sup>9</sup>

##### **3. Pullman Campus Library-Specific Policies**

###### **a) Permission to Fill Vacant Faculty Positions**

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<sup>7</sup> This section was substantially revised at the 3/31/2025 Library Faculty Meeting.

<sup>8</sup> WSU Faculty Manual, I.A.3. "Selecting a Chair."

<sup>9</sup> 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.

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 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' Recruiting 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. 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.<sup>10</sup> Internal applicants may also apply at that time.<sup>11</sup>

**B. Faculty Reviews**

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<sup>10</sup> Approved at the 2/10/16 Library Faculty Meeting.

<sup>11</sup> Approved at the 3/27/01 Library Faculty Meeting.

Annual Review policies are stated in the *WSU Faculty Manual*.<sup>12</sup> In addition, the Provost provides instructions, forms, and other pertinent information in mid-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 their 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. General Procedures for Reviews

### A. Review Types

1. Abridged reviews: According to the *WSU Faculty Manual*, Abridged reviews are intended for all faculty (with the exception of pre-tenure faculty) who have performed at or above expectations in their previous review. They are available to tenured, career-track, and short-term faculty and normally occur the year following a year in which the faculty member received an annual review rating of satisfactory or above on a Comprehensive or Intensive review.<sup>13</sup>

2. Comprehensive reviews: According to the *WSU Faculty Manual*, comprehensive reviews are intended to evaluate the performance of the faculty member and to provide feedback relative to university and department expectations. Each Comprehensive review will consider the faculty member's accomplishments and contributions since the last Comprehensive or Intensive review in the context of their cumulative performance. All faculty will undergo Comprehensive reviews either annually or biennially.<sup>14</sup>

3. Intensive reviews: Intensive reviews are additional reviews of pre-tenure faculty performed alongside Comprehensive reviews that are intended to evaluate progress towards tenure. The Intensive review is performed midway through the tenure clock (formerly called "Third Year Review") and is also used during the tenure decision. Rules, policies, and procedures are outlined in the Provost's instructions distributed in December each year. A complete description of the intensive review process is available in the *WSU Faculty Manual*.<sup>15</sup>

### B. Ratings

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<sup>12</sup> III.D.5. "Criteria for Library Faculty."

<sup>13</sup> III.D.7. "Abridged Review."

<sup>14</sup> III.D.7. "Comprehensive Review."

<sup>15</sup> III.D.7. "Intensive Review."

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

In the annual review and/or tenure review processes, ratings are assigned based on the scale that accompanies the form. Ratings will be based on contractual distribution of effort, which is typically 70%/20%/10%:

CATEGORY I Librarianship (Teaching)

CATEGORY II Research/Scholarship/Creative Activities

CATEGORY III Service/Outreach

Ratings used are non-numeric and vary between forms.

1. Abridged reviews are rated as follows, with comments as indicated:  
Satisfactory or better (comments not required)  
Less than satisfactory (comments required)
2. Comprehensive reviews are rated as follows, with comments made by the manager for each category:  
Especially meritorious performance (EMP)  
Strong performance beyond satisfactory (SP)  
Satisfactory (S)  
Some improvement needed (SIN)  
Substantial improvement needed (SUB)
3. Intensive reviews are rated as follows, with a statement by the manager that reflects performance in all categories and includes feedback from tenured peers:  
  
Well prepared (WP)  
Satisfactory (S)  
Improvement needed (IN)  
Unsatisfactory (U)

### C. Review Processes

#### 1. General Overview

- a) Performance will be reviewed annually. Format depends on rank and status.
- b) Tenured, career-track, and short-term librarians may alternate between Abridged reviews and Comprehensive reviews.

c) Pre-tenured faculty perform a comprehensive review each year, with an additional Intensive review performed midway through the tenure clock (formerly called “Third Year Review”) completed during spring semester in conjunction with the annual reviews. The Intensive Review is also used during the tenure decision. These processes are described in detail in the Provost’s instructions.

d) Pre-tenured faculty also complete the “Tenure Preparation Plan,” 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 (Teaching), 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 pre-tenured 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.

e) Career track faculty in the libraries will usually undergo promotion after five years as either Librarian 1 or Librarian 2. If promotion is not pursued or granted, faculty may remain at their current rank provided satisfactory performance continues. There is no limit on the number of times promotion may be sought. Ahead of promotion, the candidate should submit a comprehensive annual review for comment from the Library Faculty the Spring before promotion is sought. Career track library faculty who would like to be considered for promotion should submit a dossier containing materials outlined in the guidelines provided by the Provost Office’s annually.

f) For all faculty, 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.

## 2. Pre-tenure Review Procedures

a) The faculty member submits the review documents electronically to LAO by the announced deadline.

b) The documents are made available to tenured faculty via an electronic shared file system. All tenured faculty should familiarize themselves with the progress towards tenure of each non-tenured faculty member.

- c) The Dean of Libraries will call a meeting of tenured library faculty to formally discuss each non-tenured candidate's progress towards tenure.
- d) Following the meeting, tenured faculty prepare comment forms for each candidate and submit to LAO.
- e) Following the meeting, tenured faculty prepare comment forms for each candidate and submit to LAO.
- f) The forms are provided to the candidate's supervisor, who will prepare a progress-toward-tenure summary. This may incorporate anonymous quotes from the submitted comment forms.
- g) Pre-tenure reviews for Librarians will be completed on the "Comprehensive Review-Administrative Form" provided by the Provost's office.
- h) Librarians midway to anticipated tenure (typically Year Three) will undergo an intensive review in addition to the Comprehensive review. The purpose of this midway 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.<sup>16</sup>
- i) Librarians due for tenure review will undergo an Intensive Review in addition to the Comprehensive review.<sup>17</sup>
- j) The Dean and respective Associate Dean, together with the appropriate supervisor, will then confer with the individual faculty member to discuss the results and implications of this evaluation. The faculty member has the right to write and permanently attach a response to this summary.
- k) The supervisor reviews the materials, prepares an evaluation, and assigns a rating based on the documentation provided. The supervisor provides the faculty member with the written evaluation and rating at least two working days prior to meeting with the faculty member.
- l) The supervisor discusses the evaluation and rating with the faculty member. The faculty member has up to two working days following receipt of the evaluation to sign and return the evaluation form to their supervisor. If the faculty member does not agree with the evaluation, the member may append a written dissent to the evaluation.
- m) As per the Provost's instructions, evaluations with dissenting comments are submitted to the Provost. As stated in the *WSU Faculty*

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<sup>16</sup> For more information, see *WSU Faculty Manual*, Section III.D.7.

<sup>17</sup> III.D.7.

*Manual:* “When a dissent is appended, the faculty member must receive written acknowledgement within fifteen (15) business days that the statements have been reviewed by the chair.”

n.) The supervisor sends the signed evaluation and attachments to LAO for the Dean’s review and approval.

### 3. Career Track Review Procedures

a) The faculty member submits the review documents electronically to their direct supervisor by the announced deadline.

b) The supervisor reviews the materials, prepares an evaluation, and assigns a rating based on the documentation provided. The supervisor provides the faculty member with the written evaluation and rating at least two working days prior to meeting with the faculty member.

c) The supervisor discusses the evaluation and rating with the faculty member. The faculty member has up to two working days following receipt of the evaluation to sign and return the evaluation form to their supervisor. If the faculty member disagrees with the evaluation, the member may append a written dissent to the evaluation.

d) 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 fifteen (15) working days that the statements have been reviewed by the immediate supervisor to the writer of the evaluation and must receive within an additional fifteen (15) working days written acknowledgement that the statements have been reviewed by the Provost.”

e) The supervisor sends the signed evaluation and attachments to LAO for the Dean’s (and campus appointing authority if relevant) review and approval.

## 2. Criteria for Promotion and Granting of Tenure<sup>18</sup>

“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

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<sup>18</sup> Criteria approved at the 1/5/87 Library Faculty Meeting; subsequent revisions approved by Library Faculty.

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 criteria used in evaluating library faculty are listed in III.D.5. Those general criteria are supplemented by the specific criteria listed below.

A. For tenure and promotion to Librarian 3, 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 or the contractual effort of the candidate if different.

1. Category I (Librarianship/Teaching) - Strong performance in primary job assignment is essential for positive consideration for tenure and promotion. Annual reviews point to 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.

2. Category II (Research/Scholarship/Creative 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.

3. Category III (Service/Outreach) - 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. The granting of promotion and tenure should be based on the review of Library faculty, members of the University faculty outside the Library, and, in the cases of tenure and promotion, professional colleagues outside WSU. The granting of promotion for Career-Track Faculty should be based on the review of Library faculty, members of the University faculty outside the Library, and professional colleagues within or outside WSU. Library faculty will be evaluated on performance according to the duties outlined in the position description and the three categories.

C. 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.

D. Specific criteria for the three categories and definitions are provided.

#### 1. CATEGORY I: LIBRARIANSHIP (TEACHING)

Each librarian must demonstrate competence and evidence of developing excellence in their primary area(s) of responsibility and maintain cooperative relations with faculty and staff. Librarian position descriptions provide detailed information about duties and responsibilities.

#### 2. CATEGORY II: RESEARCH/SCHOLARSHIP/CREATIVE ACTIVITIES

Since “the everyday professional activities of librarians [may] bring them into contact with the entire realm of knowledge,”<sup>19</sup> 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.<sup>20</sup>

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<sup>19</sup> 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.

<sup>20</sup> See “Guidelines for Professional Activity Time (PAT)” below.

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.

Professional service efforts may be at the local, state, regional, national, or international level.

### 3. CATEGORY III: SERVICE/OUTREACH

Contributions will be evaluated for quality, quantity, and professional significance. Service and outreach include activities related to the Libraries, campus, WSU system and the public.

#### 4. 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:<sup>21</sup>

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:

- Organization for which the consulting was done.
- Topic or subject of the consultation.
- Amount of time spent on the project.
- Contract or payment involved, if applicable.
- 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, writing, etc.

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

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<sup>21</sup> See the Category II section in “Criteria for Promotion and Granting of Tenure” above.

**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.

## **5. Examples of Category II Works**

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.

### **1. Formal Publications (in any format)**

- a. Publication of a monograph or book.
- b. Publication of articles in refereed journals.
- c. Publication of articles in non-refereed journals.
- d. Contribution of a chapter or an article in a monograph or book.
- e. Publication of substantial bibliographies.
- f. Editing, compiling or indexing any substantial published work.
- g. Reviews of books, media, websites, and other resources.
- h. Development and publication of substantial software processes, computer programs or other applications that are relevant to the profession.

### **2. Presentations**

- a. Presentations at meetings, conferences, or workshops.
- b. Presentations to local groups.
- c. Giving workshops.
- d. Presentation of research/scholarly/creative exhibits/program

### **3. Professional Activities**

- a. 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.).
- b. Service as moderator or panelist at international or national conventions.
- c. Service as moderator or panelist at regional or state conventions.
- d. Service as organizer of professional meetings.
- e. Service as editor of an academic or professional publication or journal.
- f. Service as referee to a professional and/or scholarly journal.
- g. Book and audio-visual material reviewing and/or abstracting.
- h. Professional consulting or advisory services outside the university.<sup>22</sup>
- i. Substantial contributions to educational, scientific, cultural, civic organizations and/or private or governmental agencies at community, state, regional, national, or international levels.
- j. Demonstration of ability to procure funding, grants, or donor gifts.
- k. Recognitions and outstanding achievements (awards, honor societies, etc.).

#### **4. Continuing Education**

- a. Completion of an additional advanced degree.
- b. Coursework undertaken to expand professional competence.
- c. Attendance at professional or scholarly seminars, workshops, or meetings.

#### **6. Examples of Category III Activities**

##### **a) Library Service**

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<sup>22</sup> *WSU Faculty Manual*, IV.D “Policy on Compensated Outside Service by Faculty Members—Consulting.”

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.

**3. Criteria for 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. Some successful faculty members may need more than six (6) years of service at the associate rank in order to achieve the credentials necessary for promotion to professor."<sup>23</sup> 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.

A balance of achievement in primary responsibilities, publication and professional participation, and service is in evidence.

A. Category I - 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.

B. Category II - 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.

C. Category III - 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

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<sup>23</sup> III.D.8. "Promotion to Professor."

individuals who have observed the candidate's performance, and receipt of honors and awards.

### **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:<sup>24</sup>

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

**Amount of Time:** PAT will consist of up to 8 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 up to 4 hours per week of PAT.<sup>25</sup>

**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 Guidelines<sup>26</sup>**

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.<sup>27</sup>

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.

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<sup>24</sup> Approved at the 11/25/91 Library Faculty Meeting.

<sup>25</sup> Revised at the 4/23/2024 Library Faculty Meeting.

<sup>26</sup> 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.

<sup>27</sup> See Faculty Manual, IV.F.2.b and IV.F "Intellectual Property."

1. Telephone
2. Duplication
3. Routine computer support {for WSU owned computers}
4. Postage
5. Poster session supplies
6. Normal use of library equipment, collections, supplies, services

### **E. Faculty Mentoring Program<sup>28</sup>**

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 has 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

#### 7. Mentoring Tracks

##### **a) Orientation Mentoring (Required)**

Orientation mentoring is to help new faculty become familiar with the workings and environment of the Libraries, the University, and the community during their

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<sup>28</sup> Approved at the 4/06/20 Library Faculty Meeting, revisions approved by Library Faculty on 6/10/21.

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 an 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.

## 8. 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.

**9. 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.”<sup>29</sup>

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<sup>29</sup> V. “Revision of Preceding Sections.”