

RETENTION AND TENURE OF LIBRARY FACULTY  
Current Policy as of 7/1/2021

This policy on Retention and Tenure of Library Faculty shall apply to all librarians in the Cheng Library included in the bargaining unit represented by the Council of New Jersey State College Locals through A.F.T. Local 1796.

Criteria

Evaluation of librarians for retention and tenure will be made considering the following criteria:

1. Professional performance.
2. Professional growth.
3. Potential contribution to the Library and the University with respect to present and future programs.

1. Professional performance

Librarians are evaluated on their effectiveness in their performance of professional responsibilities including but not necessarily limited to their specific work assignments. Evaluation of professional performance should be based, in part, on objectives previously established between the librarian and the person who directs the librarian's work. These performance objectives shall be subject to the approval of the Library Dean.

2. Professional growth

Professional growth is indicated by three factors: scholarly achievement, professional activities, and contributions to the Library, the University and the community.

- a. Scholarly achievement is indicated by relevant course work, or the pursuit and/or the attainment of an advanced degree, or scholarly writing, or other related endeavors as applied to the performance of library faculty.
- b. Professional activities include participation in professional and scholarly organizations, attendance at workshops, conferences and seminars and other related activities.
- c. Contributions to the Library, the University, and the community include service on committees, special assignments, community service and/or other activities which contribute to the purposes and functions of the University in relation to the community which it serves.

3. Potential contribution to the Library and the University with respect to present and future programs.

The retention of librarians and the granting of tenure must be consistent with the needs and purposes of the Library and the University. However, non-retention because of these needs and purposes has no implication as to the competencies and qualifications of the individual concerned.

## Evaluation Process

The evaluation of librarians for retention and tenure includes evaluation by the Library Retention and Promotion Committee and by the Dean.

### 1. Library Retention and Promotion Committee

The Library Retention and Promotion Committee shall be comprised of five tenured librarians included in the bargaining unit and elected annually. The manner of election of the Committee shall be set forth in the by-laws of the Library consistent with this document, and shall provide for balanced representation within the Library.

### 2. Guidelines and Procedures

- a. Each librarian seeking reappointment will be evaluated in terms of criteria established in the negotiated retention procedures.
- b. All comments regarding an individual will be based on direct contact or observation of that individual by members of the Committee only. No outside information from any other member of the staff will be solicited.
- c. The Chair of the Committee will send out reminders, at least two months prior to the reappointment dossier submission deadline, notifying librarians seeking reappointment and their supervisors that they should start working on the Professional Service Records, collecting documents, etc. The university will develop timetables to allow librarians seeking reappointment, as well as the Committee and the Dean, for sufficient time to prepare materials, consider and write evaluations, and still allow time for meetings and other problem situations.
- d. The job description and performance sections of the Professional Service Record should be developed mutually with unit head to be sure they are accurate and complete.
- e. Copies of both the Professional Service Record of previous years and all previous annual evaluations produced by the Committee itself will be available to the Committee until the librarian achieves tenure, to guide it in its deliberations and preserve continuity in its review of each librarian.
- f. The Committee will hold an open meeting in August or early September to review the retention process and answer any relevant questions.
- g. Ordinarily, librarians seeking reappointment are evaluated solely on work done within the intervals between annual reviews, based on the calendar promulgated by the university. Those who are up for tenure, however, should develop a dossier reflecting their growth from the date of their hiring to the present.
- h. Proof of scholarly achievement must be submitted in the form of transcripts, grade reports, copies of articles, texts of speeches, participation in programs, etc.

i. Librarians seeking reappointment are required to submit a narrative summary along with the Professional Service Record and supporting documentation.

j. All librarians seeking reappointment will have the opportunity to meet with the Committee prior to its deliberations. Librarians seeking reappointment wishing to meet with the Committee will be responsible for notifying the Committee in advance. **If the librarian's unit head is a member of the Committee, the librarian may request that the unit head not be present at this meeting.**

k. The Chair will give the Committee's written recommendation to the librarian for their signature. The recommendation of the Committee shall be final. The librarians being evaluated may respond in a timely fashion to the evaluation entered in the reappointment folder, either by (a) writing a letter of response which addresses stated areas of concern, or (b) meeting with the Committee to address stated areas of concern. Any written response supplied by the librarian shall become part of the reappointment folder as per the policy on retention and promotion.

l. Librarians seeking reappointment may controvert the Committee's judgments or opinions, orally or in writing. The Committee will carefully consider the librarian's presentation, but need not alter its decision. If an error of fact is detected in the Committee's evaluation or in the Dean's evaluation, and the inaccuracy of the statement can be verified, the Committee or the Dean must correct the mistake before the evaluation is sent to the Provost.

m. All recommendations will be based on majority rule, and only one recommendation goes to the Dean as the Committee's recommendation. Should there be an unshakable tie vote within the Committee, both opinions will be presented equally to the Dean and the Provost. In cases where there is divided opinion, the minority may include the minority opinion as part of the Committee's written recommendation if it feels that its positions and concerns are not adequately reflected in the official evaluation, but the majority viewpoint will be the Committee's official recommendation. All members of the Committee will sign the final recommendation.

n. The Committee's and the Dean's evaluations should be clear, concise, direct and specific, and should include examples when appropriate. Any area of concern or suggestions for improvement should be stated unambiguously. If the librarian seeking reappointment is unsure of the intent or meaning of any part of any evaluation, he or she should discuss the situation with the Chair of the Retention and Promotion Committee, with the full Committee or with the Dean, as appropriate.

### 3. Dean's Review

The Dean shall prepare written recommendation and a summary of the reasons supporting same. This statement shall become a part of the record and the candidate shall have a reasonable opportunity to respond.

#### 4. Presidential Review

If a librarian seeking reappointment has received a negative recommendation, or if it is the intention of the President not to recommend reappointment, the librarian shall be given an opportunity to request an interview with the President. The purpose of this meeting shall be to give the librarian an opportunity to address the performance record. If a librarian requests such an interview, he or she shall have the option to invite other persons from the bargaining unit to attend the meeting. If the option to invite other persons to the meeting is exercised by the librarian, he or she shall so notify the President of this intention. Upon the exercise of such an option by the librarian, the President shall also have the right to include others of his or her choice in the meeting. The purpose of said interview shall be to afford the librarian a personal opportunity to comment on the record and/or to supply additional information prior to the President formulating his or her final recommendation to the Board of Trustees. The last date for requesting such an interview shall be announced.

Any librarian seeking reappointment may submit to the Board of Trustees in writing new evidence or information or argumentation of inadequate consideration. The deadline for providing this information shall be announced.

#### Evaluation - Professional Growth

Any librarian seeking reappointment who does not possess the second master's degree must present annually a plan showing the educational program which will result in the second master's degree. Librarians who already have the second master's degree are asked to present a yearly plan showing their plans for professional growth. For all librarians seeking reappointment, it is important to look at all three of the criteria under Professional Growth:

1. Scholarly achievement
2. Professional activities
3. Contributions to the Library, the University, and the Community.

Scholarly achievement is the most important of the three but not to the exclusion of the other two, especially with respect to those who have already earned the second master's degree. Thus, it is possible that any of the three would predominate in a particular instance. But all three are important.

#### CRITERIA FOR SCHOLARLY ACHIEVEMENT

##### Education

A long-standing policy of the Library and University requires that all librarians earn a second master's degree by the time they are eligible for tenure. Librarians who have earned a second

master's degree at the time they join the Library are required to show evidence of scholarly achievement each year prior to receiving tenure.

All untenured librarians without the second master's degree must present to the Retention and Promotion Committee an annual plan of their progress toward the second master's degree or their scholarly achievement. This plan must have been approved by their unit head and the Dean. Librarians seeking the second master's degree are strongly advised to complete their program within three years of commencing employment.

### Interpretation of Scholarly Achievement

Guidelines for scholarly achievement are set forth in the WPU Faculty Handbook. The content of publications is not required to be on library-related topics nor are publications limited to journals in the field of library science. The Retention and Promotion Committee and the Dean will evaluate all publications for their merit. It is, however, a longstanding practice in academic libraries that the quality of scholarly works be judged through the peer review process that establishes external validation and academic rigor. Therefore, such works hold greater importance in the review process.

#### Research/Scholarly Activity:

It is the position of the university that:

“The distinguishing feature of a college or university is that each member of its faculty is engaged with scholarship and/or creative activities. To be a scholar is to possess the knowledge, skills, talents, and wisdom appropriate to a given field of inquiry. Given that we are primarily a teaching institution, to be a scholar is to put these capabilities into practice within the context of appropriate institutional resources and support. All Universities, including ones dedicated primarily to the education of students, need active scholars. They contribute to the overall intellectual, creative and artistic climate of the institution; serve as exemplars to students and contribute to the solution of theoretical and practical problems. Thus, it is essential that faculty members who are considered for reappointment be evaluated in light of their potential and actual contributions as active scholars, and that faculty members considered for tenure and/or promotion be evaluated in light of their actual contributions as active scholars in relation to university support.

Although one traditional view of scholarship is discipline research which results in the discovery and dissemination of new knowledge or creative activity, multiple accepted forms of scholarly activities are possible. It is this view of scholarship—one that is broad, attentive of institutional and cultural context of faculty work, and aware of the public character of the university—that guides the evaluation of scholarship in the retention/tenure/promotion process.

For example, the Boyer model includes the following:

*The Scholarship of Discovery* - the search for new knowledge, information, theories (the “traditional” view of scholarship).

*The Scholarship of Integration* - bringing together knowledge across disciplines (such as writing systematic reviews of the literature or engaging in cross-disciplinary initiatives or artistry; analysis of existing knowledge).

*The Scholarship of Application* - applying knowledge to real-world problems; developing white papers or consultant or technical reports.

*The Scholarship of Teaching* – Exploring new teaching and creative pedagogies or application of best practices and publication of the results of that research; testing and evaluating instructional or assessment materials; development of software.

Acknowledging the lacunae in the Boyer model especially with respect to creative work, and the need to view each of the above domains as inclusive of creative work, we also offer the following elaboration:

*The Scholarship of Creation and Interpretation* – the creative fashioning of material into some other coherence (e.g., any form of art, poetry, novel, creative non-fiction), revealing realms of possibility that were not previously present (or were ‘implicit in the materials’), imaginatively interpreting an artifact (e.g., a play, a score, a choreography, a naturally or socially existing phenomenon, etc.)

*The Scholarship of Engagement* – the raising of disciplinary or interdisciplinary practice to new levels as theory and research findings are applied in practice settings, tested there, revised, and expanded, thus mutually enhancing research and practice.

For purposes of the retention, tenure and promotion of faculty at WPUNJ, we take Boyer and its modifications above as a guide ‘Scholarly activity’ therefore refers to documented achievement in the following areas:

*Scholarly Writing and Creative Work.* Scholarly writing typically takes the form of publications based on peer review or other scholarly critical evaluation. In the case of not-yet-published work, evaluation by qualified independent reviewers is necessary. Grant writing, even if the grant proposal is unfunded, is considered to be scholarly writing. Other publications, e.g. popular publications, may be considered scholarly works but must be evaluated in the context of selectivity and prestige of the publication. Creative work typically focuses on the creation and interpretation of works of art, for example in painting, sculpture, music, dance, theatre, film, video, radio, scriptwriting, poetry, fiction-writing, and creative non-fiction, or other art forms and inventions. Independent critical review/acclaim serve as measures of the quality of the creative work. Another measure is the level of selectivity for an exhibit or performance in a certain venue, analogous to the refereeing of scholarly papers.

*Scholarly Presentations.* Normally these take the form of presentations at scholarly and professional meetings but can also include public lectures and performances.

*Applied Scholarship.* Application of scholarly expertise to community and social problems. Includes levels of professional engagement, presentations / performances / productions and activities typical of certain professional fields within academia. Presentation of new scholarship

on panels, as a keynote presenter or as a judge in a film festival are a few examples of applied scholarship. Dissemination of work that supports expression and scholarship in new media may also be examples of applied scholarship.

*Academic and Professional Mentoring.* The training of undergraduate and graduate students in advanced methodologies specific to the STEM as well as other disciplines (in the social sciences, humanities, education), such as: research methods, laboratory methods, field studies, experimental design, deductive and inductive methods, critical writing, and communication of results. Output may be measured via outcomes such as numbers of students trained or mentored, presentations at local, regional, or national meetings, small grant proposals submitted and/or funded, theses and independent study projects completed, and publications and patents produced by student-faculty collaborations.

*Scholarly Pedagogical materials and techniques.* If the development helps produce a new approach to a traditional field or contributes to the shaping of an emerging field, then the activity involved could be considered scholarly (i.e., the Scholarship of Teaching). In addition, if the activity leads to such results (e.g. the writing of a widely used teaching manual or anthology of readings, or the adoption of a creative production or technique) then it would clearly be a very effective scholarly activity. Researching new pedagogies, applying best practices, the publication / performance / production of the results of that research, or testing and evaluating instructional or assessment materials, or development of software qualify as examples.”

## PROFESSIONAL ACTIVITIES

Librarians seeking reappointment should have an active role in committees and organizations outside of the library and the university. In addition, librarians seeking reappointment should look to attend conferences, seminars/webinars, and other professional talks of interest.

Potential activities/venues include:

- Membership in a committee/organization (e.g. an ACRL-NJ committee; a committee in the field of the pre-tenured librarian)
- Being elected or appointed to a committee
- A leadership role (i.e. chair, president) or a committee/organization
- Attendance at local, state, and/or national conferences
- Professional development/certifications

## CONTRIBUTIONS TO LIBRARY, UNIVERSITY, AND COMMUNITY

Librarians seeking reappointment should actively participate in service to the library, university, and community. Potential venues include:

- Volunteering for a role on various library committees
- Election to various library committees, including, but not limited to:

- Library council
  - Library staff development
  - Library orientation
- Election/appointment to Faculty Senate councils
- Election to the Faculty Senate
- Service on additional university committees
- Attendance or participation in university events and presentations
- Service to the community and profession at the local, state, national, and international levels



## GUIDELINES FOR LIBRARIAN PROMOTION

1. A promotion process for Librarians is set forth in Article XVII, State/Union Agreement. Consistent with that article, the President of the University shall announce the availability of promotions in the Library by November 1.
2. Librarians who have not yet attained tenure as well as those who have attained tenure shall be eligible to be considered for promotion.
3. The applicant's unit head will be a voting member of the Committee.
4. Each candidate for promotion will be evaluated in terms of criteria established in the negotiated promotion procedures.
5. All comments regarding an individual will be based on direct contact or observation of that individual by members of the Committee only. No outside information from any other member of the staff will be solicited.
6. Applicants for promotion are evaluated on professional growth and work done from the date of their hiring or from their last promotion as applicable. It is the applicant's responsibility to submit a professional service record that includes a set of credentials and substantiating documentation from the time of hiring or from the last promotion as applicable.
7. The Committee requires librarians to submit a narrative summary or a detailed cover letter along with the Professional Service Record and supporting documentation.
8. Criteria for evaluation of candidates is defined in Article XVII, Section B of the State/Union Agreement as encompassing "professional growth" demonstrated since an applicant's last promotion.
9. The length of service of a candidate either totally in the University or at the candidate's present rank may be taken into consideration by the Committee in reaching its final recommendation.

10. Prior to compiling the final report, the Committee will meet with the Dean to discuss the intended recommendation.
  
11. All recommendations will be based on majority rule. In cases where there is divided opinion, the minority may include its opinion as part of the Committee's written recommendation. However, the majority viewpoint will be the Committee's official recommendation. All members of the Committee will sign the final recommendation.
  
12. The Chair will give the Committee's written recommendation to the candidate who will sign the document indicating that he/she has read it. The recommendation of the Committee shall be final. The candidate may respond in a timely fashion to the evaluation entered in the promotion folder. Any written response submitted by the applicant shall become part of the promotion folder as per the policy on retention and promotion.
  
13. The Committee will submit its recommendation with the candidate's documentation to the Dean of the Library. The Dean will formulate his/her written recommendation and submit it along with the Committee's recommendation to the Provost's office.