

## RETENTION AND TENURE OF LIBRARY PROFESSIONALS

This policy on Retention and Tenure of Library Professionals shall apply to all librarians and other professionals in the Cheng Library included in the bargaining unit represented by the Council of New Jersey State College Locals through A.F.T. Local 1976.

### 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 candidate and the person who directs the candidate's work. These performance objectives shall be subject to the approval of the Library Director or Assistant Director.

#### 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 professional library personnel.
- 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 (Library Personnel Committee) and by the Director.

#### 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 candidate for reappointment will be evaluated on an individual basis 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, in July or August, notifying probationary librarians and their supervisors that they should start working on the Professional Service Records, collecting documents, etc. Timetables will be developed to allow probationary librarians, as well as the Committee and the Director, 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 supervisors 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 candidate achieves tenure, to guide it in its deliberations and preserve continuity in its review of each candidate.
- 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, probationary librarians are evaluated solely on work done within the past contract

year (i.e., July 1 - June 30). 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. The Committee encourages, but does not require, librarians to submit a narrative summary or a detailed cover letter along with the Professional Service Record and supporting documentation.
- j. All candidates will have the opportunity to meet with the Committee prior to its deliberations. Candidates wishing to meet with the Committee will be responsible for notifying the Committee in advance. **If the candidate's supervisor is a member of the Committee, the candidate may request that the supervisor not be present at this meeting.** A schedule of meetings of the Committee shall be published and distributed to staff mailboxes in advance of the meeting.
- k. Should the Committee, in its initial exploratory discussions, realize that a non-retention or very negative recommendation is possible or likely for a given probationary librarian, the Committee:
  - will first inform the Director then
  - in writing, inform the librarian explaining the areas of concern.If he or she chooses, the librarian may:
  - write a letter of response which addresses the stated areas of concern or
  - meet with the Committee to address the stated areas of concern.
- l. The Chair will give the Committee's written recommendation to the candidate for his/her 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. Any written response supplied by the candidate shall become part of the reappointment folder as per the policy on retention and promotion.
- m. Candidates may controvert the Committee's judgments or opinions, orally or in writing. The Committee will carefully consider the candidate's presentation, but need not alter its decision. If an error of fact is detected in the Committee's evaluation or in the Director's evaluation, and the inaccuracy of the statement can be verified, the Committee or the Director must correct the mistake before the evaluation is sent to the Provost.
- n. All recommendations will be based on majority rule, and only one recommendation goes to the Director as the Committee's recommendation. Should there be an unshakable tie vote

within the Committee, both opinions will be presented equally to the Director 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.

- o. The Committee's and the Director'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 probationary librarian 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 Director, as appropriate.

3. Director's Review

The Library Director shall also meet with each candidate for reappointment. The Director 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 candidate for reappointment has received a negative recommendation, or if it is the intention of the President not to recommend reappointment of the candidate, the candidate shall be given an opportunity to request an interview with the President. The purpose of this meeting shall be to give the candidate an opportunity to address the performance record. If a candidate 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 candidate, he or she shall so notify the President of this intention. Upon the exercise of such an option by the candidate, 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 candidate 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 who is a candidate for 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 probationary librarian who does not possess the second masters degree must present annually a plan showing the educational program which will result in the second masters degree. Staff members who already have the second masters degree are asked to present a yearly plan showing their plans for professional growth. For probationary librarians irrespective of the status of a second masters degree 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 masters 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. Alternatively, ABD status or 30 credits in a doctoral program may be substituted for the second master's degree. Librarians, who have earned a second master's degree at the time they join the professional staff of 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, ABD status, 30 credits in a doctoral program or their scholarly achievement. This plan must have been approved by their supervisor(s) and the Director. It is the prerogative of the Retention and Promotion Committee and/or the Director to recommend that the requirement of the second master's degree be waived.

### 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 Director will evaluate all publications on their own merit.

#### Research/Scholarly Activity:

"The distinguished feature of a college or university is that each member of its faculty is a scholar.

To be a scholar is to possess the knowledge, skills, talents, and wisdom appropriate to a given field of inquiry. To be an active scholar is to put these capabilities into practice. All colleges, including ones dedicated primarily to the education of students, need active scholars. They contribute to the overall intellectual and artistic climate of the institution; they serve as exemplars to students, and they 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.

To be considered scholarly for these purposes, an activity must be judged against two criteria:

1. Is it practiced by an individual who has expertise in the field in question? (A talk by a faculty member on the current Middle East situation may or may not be a scholarly

activity, depending upon the knowledge and background of the speaker, the audience's expectations, etc.).

2. Does it meet the normal standards of professional accomplishment in the field?

As traditional fields of inquiry have expanded and as new disciplines and programs have entered the curricula of higher education, the scope of the term "scholarly activity" has also broadened. Although one traditional view of scholarship is discipline research, which results in the discovery and dissemination of new knowledge, other accepted forms of scholarly activity include applied research, or applying theory and knowledge to the human agenda. It can include writing, speaking, inventing, creating, performing, working on social and community problems, devising new procedures and techniques, and a host of other activities.

For purposes of the retention, tenuring and promotion of faculty, scholarly activity refers to documented achievement in the following areas:

1. **Scholarly writing.** This typically takes the form of publication based on peer review or other scholarly critical evaluation, although some more popular publications can fulfill this standard. In the case of not-yet-published work, evaluation by qualified independent reviewers is necessary.
2. **Scholarly talks.** Normally these take the form of presentations at scholarly meetings, but can also include public lectures if they meet the two criteria mentioned above.
3. **Creative work.** The creation and interpretation of works of art in painting, sculpture, music, dance, theatre, film, video, radio, or other art forms, and inventions are typical examples of creative work. Where available, reviews 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.
4. **Application** of scholarly expertise to community and social problems.
5. **Pedagogical materials and techniques.** The development and refinement of courses is not per se a scholarly activity.

Surrounding these central forms of scholarly activity are others that can be relevant to decisions concerning retention, tenure and promotion.

- a. Playing an active role in a disciplinary or professional association. Such activities can help to facilitate the central scholarly activities of others and thus may be considered scholarly in a derivative sense.
- b. Obtaining grants, fellowships, and awards. These are not so much scholarly activities as they are evidence that one's scholarly activities or scholarly potential has been

recognized by others. Of course, a fellowship designed to help one begin to renew one's scholarly activities would typically be less significant than a fellowship awarded on the basis of a concrete project."

## 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 supervisor will be a voting member of the Committee.
4. Each candidate for promotion will be evaluated on an individual basis 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 dossier including 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 Appendix IV, State/Union Agreement. "The major criteria upon which the University expects the Personnel Committee to make recommendations are as follows:
  - a. High quality performance in the area of responsibility.
  - b. Professional contributions and scholarly activity.
  - c. Additional academic preparation as evidenced by advanced degree or other relevant course work.
  - d. Participation in Library, University and community affairs."
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 Director 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 Director of the Library. The Director will formulate his/her written recommendation and submit it along with the Committee's recommendation to the Provost's office.