

APPENDIX VI
EVALUATION CRITERIA AND REVIEW AND
PROMOTION PROCEDURES FOR LIBRARIANS

I. CRITERIA**A. Introduction**

Professional achievement for librarians is measured in three interrelated areas: 1) contributions in a librarian's primary responsibility area; 2) professional development and scholarship; 3) department, College, and community service.

B. Areas of Achievement**1. Contributions in a Librarian's Primary Responsibility Area**

Professional librarians at Union College are members of the General Faculty and play a variety of roles within the library and the College. Their responsibilities may differ widely—such as administratively, technically, or in the amount of time spent in direct contact with faculty or students—but all roles are critical, interrelated, and equally valued for the way in which they contribute to the library's mission of service to the College.

All librarians are expected to master the knowledge and skills appropriate to their positions within the library organization. Their professional expertise can take many forms, but all librarians should demonstrate an ability to apply their expertise to address the challenges that arise within a constantly changing information and work environment. The particular types of productivity, instructional and/or management skills, and mastery of technical details required in each area should be accompanied in all cases by initiative as well as responsiveness in meeting the needs of the library and its academic community.

Working within a highly collaborative environment as members of the library and College faculty, all librarians are also expected to contribute meaningfully to the overall mission of the library. Thus all librarians must be able to understand and articulate the ways in which their day-to-day work serves the library's mission and to find creative ways to contribute to that mission within their primary responsibility areas. They must also be able to communicate and work effectively with colleagues at all levels to develop and implement new services in their responsibility areas as well as to support common library functions and goals.

2. Professional Development and Scholarship

Professional development and scholarship are essential parts of a librarian's professional life. They contribute to the librarian's professional vitality and effectiveness on the job; in turn, the librarian contributes to the growth of the profession as a whole.

Many different forms of professional development and scholarship are appropriate for librarians, but at least some must allow the librarians' work to be scrutinized by their professional peers. Examples of such professional activities include (in no particular order): lecturing; consulting; presenting at conferences; publishing in professional journals, monographs, or online sources; reviewing and obtaining grants; participating visibly and effectively in local, state, or national professional and academic associations; preparing scholarly exhibits; completing coursework that enhances a librarian's professional life. Because much work in the library profession is done collaboratively, cooperative projects to which a librarian makes substantial contributions are also valued.

A librarian's choices among these activities will vary according to his or her professional specialties, academic background, and intellectual interests. However, all librarians should demonstrate a continuing pattern of development, and individual activities should provide evidence of one or more of the following: original and/or analytical thinking beyond normal job requirements; the mastery of a new skill or approach to an issue; intellectual rigor; professional commitment; a substantial contribution to the profession.

3. Department, College and Community Service

Service to the library department, the College, and the community is valued as an extension of a librarian's role beyond his or her normal professional focus. It also reflects the fact that, as faculty members, librarians are members of a wider community and have important kinds of experience and perspectives to contribute to that community.

To a certain extent, the individual roles and responsibilities of all professional librarians already reflect the fundamental service orientation of the library itself. For example, librarians are often required to work on projects, committees and task groups where their participation is rendered as a component of their primary job responsibilities, and for which the goal cannot be achieved or implemented without their presence and expertise. These particular types of service activities are considered professional expectations and will be evaluated in the context of the librarian's primary professional responsibilities within Criterion B.1 above.

Service to the department, College, and community, on the other hand, embodies activities where a librarian's participation, while potentially related to his or her primary responsibilities, is not a focus of his or her normal role within the library organization. This type of service may be instigated through an administrative appointment or by the librarian's own volunteer efforts. Service in this category includes participation in wider library planning efforts; serving on search or reappointment committees; contributing to College or community committees, councils, task groups, and programs; representing Union College in the media or at other educational institutions; other similar activities.

II. REVIEW PROCEDURES

A. Introduction

Regular feedback and communication are essential parts of the evaluation system and are expected of all concerned.

Mentoring may be particularly important during a librarian's first six years at Union. Librarians new to Union are strongly encouraged to seek a mentor among the librarians who has passed his or her sixth year review at the College. A candidate's immediate supervisor is expected to engage in a discussion with the candidate prior to the third and sixth year reviews to ensure that he or she has considered pursuing this option and/or to advise the candidate as needed about the review process and expectations.

All librarians, whether they are being formally reviewed or not, are required to submit an annual Faculty Activities Sheet. These will become the basis of triennial merit reviews and also be made available to third and sixth year review committees.

B. First Three Year Contract

1. Librarians new to Union are normally hired at the rank of Assistant Librarian I with an appointment of approximately three years that typically ends with the College fiscal year. The first year of hire is a probationary year managed by the immediate supervisor.
2. Librarians hired on an interim basis will be evaluated on a schedule similar to that for librarians in their first year, should the interim appointment be for a full year. Time worked in an interim appointment may or may not count towards a subsequent third-year or sixth-year anniversary review, should the librarian's contract be extended. At the time any permanent appointment is made, the librarian, Library Director, and Dean of the Faculty should establish how the time previously worked in the interim appointment is to be considered.
3. First Year Review

No later than two months before the anniversary of the of the candidate's start date, the immediate supervisor and the Library Director will complete a review of the candidate based upon the candidate's overall performance for the time period.

If the evaluation results in a positive recommendation for continuation by the Library Director, a developmental plan leading towards the third year review will be discussed among the candidate, the immediate supervisor, and the Library Director, and the candidate will complete the next two years of the initial contract.

If the evaluation results in a negative recommendation for continuation by the Library Director, the candidate's contract will be terminated upon completion of the probationary year.

4. Third Year Review

The third year review normally will commence no later than the start of the fall, winter, or spring term immediately preceding the anniversary of the candidate's start date. It normally should be conducted and completed before the end of that term. The Dean of the Faculty acts on the recommendation of the Library Director for initiation of reappointment reviews. If it is decided that there is to be no reappointment review and that a librarian will receive no reappointment after expiration of a contract, the librarian shall receive such notification no later than 12 months before expiration of the contract. If such notification occurs less than 12 months before expiration of said contract, the librarian in question will be entitled to an additional one-year terminal contract.

The Library Director, with input from the candidate, the immediate supervisor, and the Dean of Faculty, will appoint a committee of three librarians to prepare an evaluation report. All three librarians must have passed the sixth year review at Union or be tenured and one must be from outside the candidate's department. The Library Director will also appoint a committee chair.

The candidate will submit to the committee a written *Personal Statement* which, in context of the evaluation criteria explained in section I, provides reviewers with a reflective and critical self-evaluation of the candidate's approach to the day-to-day tasks of his or her position and of the underlying philosophy and vision that inform the candidate's work, scholarship, and service. The candidate should also append examples of work in each evaluation category—including all products of professional development and scholarship since the initial appointment—which the candidate considers illustrative of achievement in those areas. Although the *Personal Statement* is primarily intended to be a thoughtful assessment of how and why the candidate's contributions to the library and the College are important, and not a simple register of accomplishments, the candidate should use at least some of the examples appended as an opportunity to discuss how the candidate's ideas about his or her professional role, development and service are brought to fruition.

The committee will review the candidate's *Statement* and examples as well as any previous evaluations and Faculty Activity Sheets on file. It will normally conduct interviews of all professional library staff except the Library Director. The Director, in writing, will either provide the committee non-evaluative, factual information that supplements or augments information submitted by the candidate or will indicate that no additional information is available from the Director relevant to the Committee's responsibility.

The committee will advertise in College publications asking for input from other College faculty, administrators, and students. Other library staff will also be invited but not required to provide input to the committee. The quality of the candidate's job performance and service to the College (as outlined below) are major considerations, of which the first is of paramount importance. The candidate should be judged by the prevailing Schaffer Library standards and currently accepted standards of the relevant professional groups. Accordingly, the candidate's qualifications in the primary responsibility area and in professional development / scholarship should normally be excellent in one of the categories and very good in the other. The candidate is expected to have been actively involved in areas of college service.

Upon completion of the interviews and the initial review of materials, the committee will give the candidate a list of any questions that have arisen during the course of the review and meet with the candidate to discuss them. The candidate will also be requested to respond to such questions in writing.

The committee will then draft a report including a) a Methodology Section with a description of its procedures, b) its assessment of the candidate's professional performance in meeting the evaluation criteria, c) its recommendation regarding the candidate's reappointment. The committee will submit its report with all evaluation materials to the Library Director. A copy of the report itself will be given to the candidate at the same time.

The candidate may submit to the Library Director a written response to the report within one week of receiving it. The candidate may also, upon request, meet with the Library Director within one week to discuss the report.

If the Committee's evaluation results in a negative recommendation for reappointment, within one week the candidate may also request that the Dean of Faculty conduct a Procedural Review of the Methodology Section of the Committee's Report, specifying objections to the procedures that were followed. The Dean will notify all parties in writing of his or her determination. If a procedural error is detected, the Dean will direct the Committee to rectify the problem and issue a revised report which must be completed and submitted to the Director and the candidate within a reasonable time period, preferably 30 days.

The Library Director will review the report (or the revised report if the Dean has directed that one be done) and all evaluation materials and may meet with either the candidate or the evaluation committee or both. The Library Director will then make a recommendation to the Dean of the Faculty regarding reappointment, will forward all evaluation materials to the Dean, and will inform the candidate of his or her recommendation according to one of the two procedures below.

- a. If the recommendations of the Committee and the Director are either both positive or both negative, or if the Committee's recommendation is negative but the Director's recommendation is positive, the Library Director will send, within 10 to 15 days, his or her written recommendation for reappointment to the candidate and to the Dean of the Faculty along with the committee report, the candidate's evaluation materials, and any written responses from the candidate.
- b. If the Committee's report results in a positive recommendation but the Director makes a negative recommendation, the Director will inform the Dean as well as the candidate in writing within the 10-15 day period but will not yet send the full evaluation file to the Dean. Within one additional week the candidate may request that the Dean of Faculty conduct a Procedural Review of the Methodology Section of the Committee's Report and/or the subsequent procedures followed by the Director, specifying objections to the procedures that were followed. The Dean will notify all parties in writing of his or her determination. If a procedural error is detected, the Dean will direct the Committee and/or the Director to rectify the problem within a reasonable time period, preferably 30 days. Once the Procedural Review has been either been completed or the time for

requesting one has passed, all evaluation materials, including any revisions, are forwarded to the Dean for examination.

The Dean of the Faculty will make a final determination regarding reappointment and inform the candidate of the determination.

If the Dean's evaluation results in a negative determination for reappointment, the candidate will be offered a one year terminal contract.

If the Director's recommendation for reappointment is positive but the Dean's is negative, the Dean will also provide the candidate with an explanation of his or her reasons for not accepting the Director's recommendation.

C. Second Three Year Contract

By the sixth year, the candidate must go through a review for promotion to Associate Librarian or accept a seventh year terminal contract.

The sixth year review normally will commence no later than the start of the fall, winter, or spring term immediately preceding the anniversary of the candidate's start date. It normally should be completed before the end of that term.

The Library Director, with input from the Dean of the Faculty and the candidate, will appoint a committee to prepare an evaluation report. The committee will consist of four individuals: a) three librarians who have passed the sixth year review at Union or who are tenured, at least one of whom must be from outside the candidate's department; b) a tenured faculty member from outside the library. The Library Director will also appoint a committee chair.

The candidate will submit to the committee a written *Personal Statement* with examples as in year three.

The committee will review the candidate's *Statement* and examples as well as any previous evaluations and Faculty Activity Sheets on file.

The committee will invite, with input from the candidate and the Library Director, a senior librarian from another academic institution who is qualified in the candidate's area of specialty to come to campus to conduct a one-day, on-site review of the candidate's general professional expertise in the specialty area. Within a week after his or her visit, the outside reviewer will submit to the committee a confidential written report, up to three pages in length, of his or her observations and assessment.

The committee will also obtain from the candidate a list of other professional colleagues outside Union College who have knowledge of the candidate's work and will solicit their input. It will normally conduct interviews of all professional library staff except the Library Director. The Director, in writing, will either provide the committee non-evaluative, factual information that supplements or augments information submitted by the candidate or will indicate that no additional information is available from the Director relevant to the Committee's responsibility.

The committee will advertise in College publications asking for input from other College faculty, administrators, and students. Other library staff will also be invited but not required to provide input to the committee. The quality of the candidate's job performance and service to the College (as outlined below) are major considerations, of which the first is of paramount importance. The candidate should be judged by the prevailing Schaffer Library standards and currently accepted standards of the relevant professional groups. Accordingly, the candidate's qualifications in the primary responsibility area and in professional development / scholarship should normally be excellent in one of the categories and very good in the other. The candidate is expected to have been actively involved in areas of college service.

Upon completion of the interviews and the initial review of materials, the committee will give the candidate a list of any questions that have arisen during the course of the review and meet with the candidate to discuss them. The candidate will also be requested to respond to such questions in writing.

The committee will then draft a report including a) a Methodology Section with a description of its procedures, b) its assessment of the candidate's professional performance in meeting the evaluation criteria, c) its recommendation regarding the candidate's reappointment. The committee will submit its report with all evaluation materials to the Library Director. A copy of the report itself will be given to the candidate at the same time.

The candidate may submit to the Library Director a written response to the report within one week of receiving it. The candidate may also, upon request, meet with the Library Director within one week to discuss the report.

If the Committee's evaluation results in a negative recommendation for reappointment, within one week the candidate may also request that the Dean of Faculty conduct a Procedural Review of the Methodology Section of the Committee's Report, specifying objections to the procedures that were followed. The Dean will notify all parties in writing of his or her determination. If a procedural error is detected, the Dean will direct the Committee to rectify the problem and issue a revised report which must be completed and submitted to the Director and the candidate within a reasonable time period, preferably 30 days.

The Library Director will review the report (or the revised report if the Dean has directed that one be done) and all evaluation materials and may meet with either the candidate or the evaluation committee or both. The Library Director will then make a recommendation to the Dean of the Faculty regarding reappointment, will forward all evaluation materials to the Dean, and will inform the candidate of his or her recommendation according to one of the two procedures below.

- a. If the recommendations of the Committee and the Director are either both positive or both negative, or if the Committee's recommendation is negative but the Director's recommendation is positive, the Library Director will send, within 10 to 15 days, his or her written recommendation for reappointment to the candidate and to the Dean of the Faculty along with the committee report, the candidate's evaluation materials, and any written responses from the candidate.
- b. If the Committee's report results in a positive recommendation but the Director makes a negative recommendation, the Director will inform the Dean as well as the candidate in writing within the 10-15 day period but will not yet send the full evaluation file to the Dean. Within one additional week

the candidate may request that the Dean of Faculty conduct a Procedural Review of the Methodology Section of the Committee's Report and/or the subsequent procedures followed by the Director, specifying objections to the procedures that were followed. The Dean will notify all parties in writing of his or her determination. If a procedural error is detected, the Dean will direct the Committee and/or the Director to rectify the problem within a reasonable time period, preferably 30 days. Once the Procedural Review has been either been completed or the time for requesting one has passed, all evaluation materials, including any revisions, are forwarded to the Dean for examination.

The Dean of the Faculty will make a final determination regarding reappointment and inform the candidate of the determination.

If the Dean's evaluation results in a negative determination for reappointment, the candidate will be offered a one year terminal contract.

If the Director's recommendation for reappointment is positive but the Dean's is negative, the Dean will also provide the candidate with an explanation of his or her reasons for not accepting the Director's recommendation.

D. Subsequent Three Year Contracts

After the sixth year, the Library Director will continue to conduct performance and merit reviews on a triennial basis. These reviews will be based upon the criteria described in section I of this Appendix and utilize information on the Faculty Activity Sheets submitted annually, on any supplementary material submitted by the candidate, and on any other sources of information the Director considers pertinent. These reviews will be used to inform the Library Director's recommendations for merit and contract renewals and will also provide information for the process of promoting a candidate to the rank of Librarian.

III. PROCEDURES FOR PROMOTION TO LIBRARIAN

A. Eligibility

Associate Librarians at Schaffer Library are ordinarily eligible for promotion to the rank of Librarian if they have completed at least ten years of professional experience, including a minimum of five years at the rank of Associate Librarian at Union College.

B. Nominations

A candidate for promotion to Librarian may be nominated by any of the following:

- i. The Dean of Faculty / Vice President for Academic Affairs
- ii. The library director
- iii. The librarian himself or herself
- iv. At least two librarians who have attained the rank of either Professor or Librarian.

Nominations should include a summary of the factors that prompt the nomination and be submitted to the library director by October 1 in the fall term of each academic year. Within a week, the director will inform all nominees that they are candidates for promotion. Candidates will be given two weeks thereafter to indicate to the director that they wish to proceed with the nomination process. Should candidates fail to indicate their desire to proceed at that time or to submit a promotion portfolio by the deadline given in section E below, they will not be considered for promotion during that academic year and will need to be re-nominated in order to be considered for promotion in a subsequent year.

C. Criteria for Promotion

Promotion to the rank of Librarian is awarded in recognition of a sustained contribution to the educational programs of the College, demonstrated competence and achievement within the profession, and continued service to the campus community. Primary emphasis will be placed on achievements since the completion of the sixth year review. Promotion typically requires all of the following:

- i. Sustained excellence in the candidate's performance as a librarian including demonstrated capacity for independent planning and action.
- ii. Sustained professional development and scholarship as recognized by the profession, including but not limited to achievement in areas such as: lecturing; consulting; presenting at conferences; publishing in professional journals, monographs, or online sources; reviewing and obtaining grants; participating visibly and effectively in local, state, or national professional and academic associations; preparing scholarly exhibits.
- iii. Sustained service to the College.

D. Promotion Committee Membership

At the beginning of the academic year those librarians who have attained the rank of either Professor or Librarian shall constitute the promotion committee. If at least two such librarians are not available, the

Dean of Faculty will appoint, as needed, one or two faculty members from Division I who have attained the rank of full Professor to serve on the committee.

E. Procedures for Determining Promotion

Candidates who have been nominated for promotion and have indicated their desire to proceed by the deadline in the fall term will submit to the library director a supporting portfolio by January 15 of the winter term following their nomination. The library director will forward the portfolio to the promotion committee. The portfolio should include the following information:

- i. A current curriculum vita complete from the first date of hire.
- ii. Publications and/or presentations since the candidate's appointment at the rank of Associate Librarian: full text of all, or summaries and descriptions when full text is not practical (for example for poster sessions); include here all reviews and literature reviews.
- iii. Other scholarly or professional work since the candidate's appointment at the rank of Associate Librarian: grant applications, awards, recognition, products reflecting professional activities.
- iv. Teaching/training activities for students, faculty, staff, or outside groups of any kind since the candidate's appointment at the rank of Associate Librarian.
- v. Copies of Faculty Activity Sheets and any performance reviews since the candidate's appointment at the rank of Associate Librarian.
- vi. Committee and workgroup activities in the library as well as on the campus: list all, with outcomes or products, with an explanation of the candidate's role, since the candidate's appointment at the rank of Associate Librarian.
- vii. Research, service, and professional development and performance statement.

After reviewing the portfolio, the promotion committee will send it and an accompanying positive or negative recommendation with a letter of explanation to the library director no later than the start of the spring term. After receiving the recommendation and portfolio from the committee, the director will submit his or her own recommendation to the Dean of Faculty / Vice President for Academic Affairs, who will determine the final outcome.

If the review results in a positive decision, the candidate will be promoted to the rank of Librarian with the accompanying benefits. In the case of a negative decision by the Dean of Faculty, he or she will write a letter of explanation and offer to meet with the candidate to discuss the decision. A librarian who has been denied promotion may re-nominate himself or herself, or be re-nominated by any of those named in section B above, no sooner than three years from date of the original nomination.