

## DOCUMENT RESUME

ED 080 124

LI 004 429

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TITLE Criteria for Promotion and Tenure of Librarians in  
Zimmerman, Parish, and Fine Arts Libraries of the  
University of New Mexico, Albuquerque, New Mexico.  
INSTITUTION New Mexico Univ., Albuquerque. Zimmerman Library.  
PUB DATE 2 Mar 73  
NOTE 10p.; (0 References)  
EDRS PRICE MF-\$0.65 HC-\$3.29  
DESCRIPTORS Faculty Promotion; \*Librarians; \*Promotion  
(Occupational); \*Tenure; \*University Libraries  
IDENTIFIERS \*New Mexico University

## ABSTRACT

The functions of a university library staff have changed greatly in recent years. More scholarship and creative work on the part of academic librarians are demanded, creating a need for library faculty members who have the ability to keep abreast of new developments in the library field, to integrate their knowledge with the teaching functions of the University, and to process informational materials for effective use. Although it is important that librarians gain specialized knowledge in order to be promoted into higher academic ranks, it is imperative that their own professional degrees be considered as equal in importance to those of their colleagues in other subject fields and that librarians who show competency in their specialties be assured of rewards similar to those acquired by their colleagues in teaching fields. The tenured library faculty will review the standards and qualifications of librarians annually. Inducements will be provided for superior librarians to join the library staff, to give all librarians, opportunities to contribute to the growth of the University, and to attain their highest potential development. It is imperative that librarians continue to have full faculty status with the academic rank, tenure, promotion, sabbaticals, leaves, and other benefits accorded to their teaching colleagues. It is equally important that they achieve the same expertise in their fields as is expected of the teaching faculty. (Author)

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CRITERIA FOR PROMOTION AND TENURE OF LIBRARIANS

IN

ZIMMERMAN, PARISH, and FINE ARTS LIBRARIES

OF

THE UNIVERSITY OF NEW MEXICO

ALBUQUERQUE, NEW MEXICO

March 2, 1973

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## Preface

The functions of a university library staff have changed greatly in recent years. More scholarship and creative work on the part of academic librarians are demanded, creating a need for library faculty members who have the ability to keep abreast of new developments in the library field, to integrate their knowledge with the teaching functions of the University, and to process informational materials for effective use.

The librarian's essential quality is service orientation. The librarian should do an excellent job of serving the faculty and student bodies, providing aid, and taking professional responsibility for unqualified high standards in acquiring and processing materials and in providing reference and bibliographic access to the library collection. A librarian, however qualified in other areas, who does not meet the service qualifications will not be extended tenure or promotion.

Although it is important that librarians gain specialized knowledge in order to be promoted into higher academic ranks, it is imperative that their own professional degrees be considered as equal in importance to those of their colleagues in other subject fields and that librarians who show competency in their specialties be assured of rewards similar to those acquired by their colleagues in teaching fields.

The tenured library faculty will review the standards and qualifications of librarians annually. Inducements will be provided for superior librarians to join the library staff, to give all librarians opportunities to contribute to the growth of the University, and to attain their highest potential development.

It is imperative that librarians continue to have full faculty status with the academic rank, tenure, promotion, sabbaticals, leaves, and other benefits accorded to their teaching colleagues. It is equally important that they achieve the same expertise in their fields as is expected of the teaching faculty.

In principle, the "Appointment and Promotion Policy (as revised and approved by the Faculty on March 19, 1957, May 15, 1962, and February 11, 1969)"--see Faculty Handbook, pp. 52-55--will be used by the members of the library faculty.

## Procedures for Evaluating Faculty

In order to comply with provisions of the Faculty Handbook, each member of the library faculty will submit a biographical sketch yearly. A copy of this sketch plus an evaluation of the faculty member by his immediate supervisor will be sent to the Library Faculty Committee on Promotion, Tenure, and Achievement, henceforth to be written as the Committee in this paper. These and recommendations from the Dean of Library Services as well as information garnered from colleagues and students will be used to form decisions concerning competency of various faculty members with regard to continuance of employment or consideration for promotion and/or tenure. Names of persons eligible for promotion and/or tenure will be submitted by the Dean or the tenured faculty. Action on these matters may also be petitioned by any faculty member who feels he is eligible for review.

Accordingly, the Committee studies the biographical data, evaluation forms, and other material. After a personal interview with the faculty member, it arrives at a conclusion. The Committee then prepares a short statement recommending "for" or "against" promotion and/or tenure of that person and submits it to the Dean of Library Services.

### Report of the Dean of Library Services

The Dean reviews the recommendations of the Committee and may or may not concur with its findings. He submits his recommendations and the Committee's report to the Academic Vice-President. If no positive recommendations are made by either the Dean or the Committee, the faculty member may appeal to the Academic Freedom and Tenure Committee and ask for his case to be reviewed.

### Report of the Academic Vice-President

The Academic Vice-President reviews the reports of the Dean of Library Services and the Committee. He makes the final recommendations to the President and Regents of the University, if the report is favorable to the candidate. The University Secretary then informs the faculty member of the decision.

Reviews of negative decisions are referred to the Dean of Library Services, the Committee, and finally to the Academic Freedom and Tenure Committee, if appeals are made. The employee involved should be notified of a negative decision within the time guidelines set up in the Faculty Handbook.

## Criteria for Librarians

According to the Faculty Handbook (see p. 52) "for promotion to higher rank, a candidate is evaluated in terms of his effectiveness in four principal areas:

1. Teaching
2. Scholarship, Research, or Other Creative Work
3. Service
4. Personal Characteristics."

### LIBRARIANSHIP

Recognizing that Teaching per se cannot be used as a criterion for non-teaching librarians, it is suggested that Librarianship be substituted and that a librarian will be evaluated using the special criteria for librarians listed below.

- I. Master's degree in Librarianship.
- II. Acceptable academic record as evidenced by transcripts, letters of reference, and other related data.
- III. Quality of professional performance or effectiveness.
  - A. Effective use and knowledge of the field of specialization.
  - B. Ability to aid faculty and students in the use of library resources.
  - C. Development and use of innovative techniques related to librarianship and bibliographic services.
  - D. Familiarity with various information retrieval techniques and data useful in forwarding the general objectives of the University.
  - E. Continuing education through related library and subject reading as well as attendance at conferences and courses which will be of aid in giving better service to the University.
  - F. Ability on the part of public services librarians to cooperate with and coordinate effective patron interest.
  - G. Ability on the part of technical services librarians to apply effective solutions to processing problems.
- IV. Administrative responsibility (in reference to heads of departments, divisions, sections, etc.)
  - A. Ability to set objectives, outline and plan their completion.
  - B. Effectiveness in decision-making processes.

- C. Capacity for delegation of authority and supervision.
- D. Aptitude for planning and organizing daily operations.
- E. Efficiency in organization, with ability to apply proper direction to subordinates.
- F. Willingness to be involved in active planning--both long and short range--and to develop the library and personnel for the most effective use.
- G. Capability to communicate effectively with patrons, colleagues, and library personnel at all levels.

#### SCHOLARSHIP, RESEARCH, OR OTHER CREATIVE WORK

- I. Preparation or organization of research aids for the library.
- II. Publications.
  - A. Books.
  - B. Articles.
  - C. Reviews.
  - D. Internal reports of significance.
- III. Reading to keep abreast of new developments in the library and subject fields of specialization.
- IV. Constructive use of sabbaticals and leaves of absence.
- V. Public recognition for research, scholarship, and creative works.

#### SERVICE

- I. Attendance and participation at conferences, conventions, seminars, and professional meetings.
- II. Memberships in organizations (professional and community) as well as constructive participation.
- III. Memberships on faculty committees as well as professional consultations.
- IV. Contributions to community activity, speeches to interested organizations on library and University topics or books and related material.
- V. Services to public and private groups of local, intra-state, and national levels.

#### PERSONAL CHARACTERISTICS

The criteria under this heading will be those described on p. 53 of the Faculty Handbook, which states that: "This category may be considered to include all traits which contribute to an individual's effectiveness as a teacher here,

substitute librarian], as a leader in a professional area, and as a human being." Listed as being of primary concern are:

- I. "Intellectual breadth."
- II. "Emotional stability or maturity."
- III. "A sufficient vitality and forcefulness to constitute effectiveness."
- IV. "A sufficient degree of compassion and willingness to cooperate, so that an individual can work harmoniously with others while maintaining his own independence of thought and action."

The Handbook concludes: "This category is so broad that flexibility is imperative in its appraisal."

### Guidelines for Professional Growth and Application of the Criteria to All Professional Personnel

The implications of the above should not be construed as including all criteria that must be met in order to advance in rank. There are guidelines which should be used to measure the individual's ability and contributions as he progresses towards advancement to any particular rank.

Quality of activity as well as quantity is to be taken into consideration. Publication of a substantial book would have greater value than that of several minor articles. The standards to be met for publication in some journals may be judged to be higher than those set by others. Office holding or working as an active participant in an organization would rate higher than inactive membership. Attendance at conferences, participation in workshops, and presentation of papers are also important.

### Practical Considerations

It must be realized that work schedules in some cases make writing and research a difficult problem for librarians. Time should be allowed in schedules for individuals who are genuinely undertaking research so that they can comply with criteria, or research credit must be given to those librarians performing bibliographic research in support of research activities of others, to those engaged in developing research collections, and to those composing administrative reports and internal library studies.

For their part, all personnel should assume the responsibility of keeping detailed records of their accomplishments, to be filed with the proper officials for retrieval upon demand during evaluation and review periods.

## Promotions

It is the feeling of the Library Faculty that capability of bearing the responsibilities of whatever position a professional librarian is assigned should carry its own reward. In awarding promotion or tenure, there should be no discrimination on the basis of position held.

## Tenure Policy

Tenure policy for librarians should be the same as that of the regular teaching faculty, based on "Policy on Academic Freedom and Tenure (as revised in 1964, 1968, 1969, 1970, and 1971)"--see pages 34ff of the Faculty Handbook.

## REVIEW OF RANKS: JUNIOR AND SENIOR

### Junior Ranks

#### Instructor::

The minimum requirement for appointment to the rank of Instructor will be the Master's Degree in Librarianship from one of the graduate schools accredited by the American Library Association.

A period of from three to five years is normally served by an instructor before being considered for promotion.

#### Assistant Professor::

A person being considered for this rank has demonstrated his ability as a librarian by fulfilling in a better than average or outstanding manner the criteria presented above. Certainly he has given evidence of professional responsibility and independent problem solving in order to supervise a library department, to accomplish specialized bibliographic work, to define and solve library patrons' problems, or to improve internal library services.

An assistant professor is expected to have a thorough command of some phase of librarianship or of a subject field specialization as well as an understanding of the operations of the library as a whole.



In addition to the understanding and abilities previously described, it is anticipated that the candidate would also:

1. Be taking additional studies to improve professional competency.
2. Have an active interest in pertinent professional organizations.
3. Have begun to do active research in bibliographic, library, or subject fields of general interest and usefulness.

An assistant professor normally is expected to serve four years prior to being considered for promotion to the rank of associate professor.

#### SENIOR RANKS

##### Associate Professor:

This person has attained a high level of skill in library service and is able to make significant contributions to matters involving library policy. His experience is broad, covering an extensive area of the total field of librarianship.

A candidate for an associate professorship offers evidence that he has kept abreast of developments in the field, that he has reached a high level of maturity, and that he has retained interest in good basic library service and operation.

Research and publication should be continued as should the pursuit of studies in pertinent subject areas or in those leading to a doctoral degree in library science.

Participation in professional meetings, community services, and other extra-curricular activities will be expected of this candidate also.

The length of time served as associate professor before being considered for promotion to full professor is usually five years.

##### Professor:

Appointment of individuals to full professorships is obviously the most critical step in determining the future caliber of the University Library, its collections, and its services, which have a serious impact upon the academic community.

131  
A candidate for full professor exhibits a substantial command of the whole field of librarianship and has a well-defined and significant scholarly view of academic needs and general purpose of the University. He is capable of relating his own immediate interests to the larger purpose of the University.

To be considered for this promotion, faculty members are expected to have made mature contributions to learning as a result of creative work or research through accepted channels in their various fields. The methods and the means of making such contributions vary in the several fields. Normally publication in recognized media is the expected evidence of fruitful scholarship. Distinguished contributions to intellectual and esthetic life, however, are also made in other ways. To judge an individual's contribution solely in terms of publications or to fail to recognize distinction in scholarship or creativity, however it may manifest itself, is contrary to the intent of this statement.

Full professors are expected to assume some degree of leadership and impart knowledge even beyond the confines of their own campus or state. They may reasonably be charged with contributing to the progress of the University through activity concerning outside institutions as well as committee work on the campus. Presumably, they will be leaders in committee assignments even though it is the duty and right of individuals of all ranks to participate.

It is anticipated that full professors will have the right and duty to aid the Dean of Library Services in formulation of departmental policies and in selection of new personnel.

#### Specific Modifications in Applicative Criteria for Senior Ranks

1. Two Masters' degrees will be accepted in lieu of a doctorate.
2. Emphasis will be on professional competence and performance.
3. The potentiality for long term contribution to the institution will be a major consideration.

#### Implementation of Criteria

The Library Faculty Committee of Tenured Faculty will work very closely with the Dean of Library Services in matters pertaining to promotion and tenure of members of the library staff. Meetings of this group will be held at least twice a year, preferably in September and January, so that adequate

studies can be made of the evaluative criteria of all faculty prior to furnishing information required by the Administration for tenure and promotion decisions in December and March of each year.

Members of the Committee will aid and advise all non-tenured members of the staff in ways to improve their activities and to fulfill their professional obligations so that they will be fully cognizant of their duties and responsibilities in working towards promotion and tenure status.

### Looking Ahead

Librarians have full faculty rank and title. They face new challenges in librarianship which will enable them to have a full stake in the development of new library standards to serve most effectively the educational, research, and scholarly requirements of the academic community of the University of New Mexico.