

WEST VIRGINIA UNIVERSITY LIBRARIES

CRITERIA FOR LIBRARY FACULTY APPOINTMENT, RETENTION, PROMOTION, AND MERIT

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I. INTRODUCTION

For purposes of faculty evaluation, promotion, governance, and locus of rank, the University Libraries is a discrete unit like a college but unique in structure and educational intent. Faculty appointed to a position with the West Virginia University Libraries including Potomac State College Library, WVU Tech Library, and the College of Law Library are defined as library faculty and therefore, covered by the criteria within this document. Other library faculty within West Virginia University are covered by this document through their appointment letter, as agreed to by the Dean of University Libraries.

A. Purpose

The purpose of this document is to describe and explain West Virginia University's policies and procedures for the appointment, evaluation, retention, and promotion of, and award of merit to library faculty, hereinafter referred to as faculty. These policies and procedures are in accordance with the *West Virginia University Procedures for Faculty Appointment, Annual Evaluation, Promotion and Tenure [accepted 2014]*.

The West Virginia University Libraries evaluation process is intended to provide faculty with a guide toward increased success and a path for advancement and is thus both evaluative and developmental. Annual evaluation provides an opportunity to review a faculty member's past performance and to develop future goals and objectives. Cumulatively, annual evaluations establish a continuous written record of expectations and performance that will encourage professional growth and provide support for retention and promotion. This document provides clear guidelines for promotion, and criteria for performance-based salary increases. Awards of merit are based on ratings received each year in librarianship, professional development or research, and service.

B. Academic Rank and Affiliation with Academic Departments

Faculty at West Virginia University Libraries are appointed or promoted to the ranks of Staff Librarian, Assistant University Librarian, Associate University Librarian, or University Librarian. Faculty rank is totally separate and not contingent upon administrative position. Library faculty may also affiliate with, and/or hold faculty rank in, an academic department. In the case of an appointment to an academic department and to the Libraries, each unit may be responsible for an appropriate share of the faculty member's total salary.

C. Application of Guidelines

The requirements in this document shall apply to all faculty appointed at West Virginia University Libraries, Potomac State College Library, WVU Tech Library, and the College of Law Library. Upon final approval by the Provost and Vice President for Academic Affairs, changes or revisions of the requirements in this document shall apply to all library faculty. The present document shall be given to candidates for faculty positions during their interviews on campus.

II. APPOINTMENT

A. Terms and Conditions of Appointment

1. The appointment shall be offered in accordance with the provisions of *West Virginia University Board of Governors Policy 2*. The general terms of the faculty member's major responsibilities shall be defined in the approved letter of appointment. Thereafter, the terms of the appointment are to be reviewed periodically and may be changed by mutual consent. Within the terms of this general appointment of responsibilities, the details of a faculty member's specific assignments are subject to joint consultation but are determined by the appropriate administrator.¹

2. Library faculty hold appointments which are not subject to consideration for tenure, regardless of the number, nature, or time accumulated in such appointments. Faculty appointments are only for the periods and for the purposes specified, with no other interest or right obtained by the person appointed by virtue of such appointment. Faculty have all rights and privileges of academic freedom and responsibility. Continued appointment depends upon the faculty member's fulfillment of the responsibilities specified in the letters of appointment, assignment documents, or subsequent documents.

B. Qualifications for Appointment

1. Minimum qualifications

a. A master's degree from a program accredited by the American Library Association (ALA) is normally required. A graduate degree commonly recognized in the field of appointment may be acceptable in lieu of the ALA accredited degree, to be determined by the Dean of University Libraries, the Director of the College of Law Library, the Dean of Potomac State College or the WVU Tech Campus Provost. Additional graduate education (subject master's, Ph.D., J.D., etc.) may be required for appointment to certain positions. An additional graduate degree is normally required for appointment or promotion to the rank of University Librarian.

b. Indication of the ability to provide excellent performance as a faculty member.

2. Prior Experience

a. Prior professional experience will be considered and acceptable experience will be identified in the letter of appointment for the initial assignment of rank. Credit given for prior experience may be used toward the first promotion.

b. Part-time professional experience will be considered on a prorated basis, e.g., 12 months half-time professional library employment will be considered equivalent to 6

¹ *West Virginia University Procedures for Faculty Appointment, Annual Evaluation, Promotion, and Tenure [accepted 2014]*, p. 3.

months full-time experience.

c. Professional library experience outside academic librarianship should bear some reasonable relationship to this aspect of the profession, higher education, or the particular position assignment to receive consideration.

3. Appointment to Administrative Positions and Academic Ranks

Persons assigned full-time or part-time to administrative duties may (if qualified) be appointed to or may retain faculty rank. Promotion to an administrative position does not qualify an individual for promotion in faculty rank. Correspondingly, promotion in faculty rank does not qualify an individual for promotion in an administrative position.

C. Definitions of Part-Time and Temporary Appointments

Visiting Librarian

Appointment to Visiting Librarian is a temporary appointment with an ending date. The Visiting Librarian assists with day-to-day operations; there are no expectations for professional development, research, or service. Visiting librarians are not eligible for promotion in rank but may be eligible for merit raises if their appointment is for more than one year. The Visiting Librarian is reviewed annually by his/her director or department head. The Visiting Librarian is not reviewed by the Peer Review Committee.

If the Visiting Librarian is later appointed to a Library Faculty Appointment, time spent as a Visiting Librarian normally does not count toward rank or promotion.

Adjunct Librarian (.75 FTE or less)

Appointment to Adjunct Librarian (.75 FTE or less) is a year-to-year appointment with no promise of an increase in FTE. The Adjunct Librarian (.75 FTE or less) assists with day-to-day operations; there are no expectations for professional development, research, or service. Adjunct Librarians (.75 FTE or less) are not eligible for promotion in rank but are eligible for merit raises proportionate to their FTE appointment. The Adjunct Librarian (.75 FTE or less) is reviewed annually by his/her director or department head. The Adjunct Librarian is not reviewed by the Peer Review Committee.

If the Adjunct Librarian (.75 FTE or less) is later appointed to a Library Faculty position, time spent as an Adjunct Librarian (.75 FTE or less) normally does not count toward rank or promotion.

Adjunct Librarian (.80 FTE)

The Adjunct Librarian (.80 FTE) follows the same evaluation requirements as a full-time Library Faculty Appointment for rank and promotion. The Adjunct Librarian (.80 FTE) undergoes the same peer review process as the full-time librarian.

III. QUALIFICATIONS FOR RETENTION AND PROMOTION IN ACADEMIC RANK

A. Evaluation Areas and Guidelines

Beyond initial degree requirements and varying amounts of experience, all promotion and retention decisions are based upon the evaluation of a faculty member's record of achievement since appointment or the previous promotion in three areas: librarianship, professional development or research, and service. It is recognized that appropriate levels of achievement in a given area may vary considerably according to the duties and goals of faculty members in varying assignments. All faculty members must demonstrate a clear and distinct development in each area as they advance through the ranks. The three areas of evaluation are described below.

1. Librarianship

Librarianship is the single most important consideration in determining whether or not a faculty member merits retention or promotion. In all cases, evidence of a high level of competence within assigned areas of responsibility is required. Parameters of librarianship and responsibilities will be defined by the West Virginia University *Library Faculty Position Description* and the *Library Faculty Assignment Document* with all necessary signatures.

While some essential elements of each faculty member's performance will differ according to individual assignments and units (and these differences will be respected in evaluation) certain key qualities and abilities are required in all. Effective faculty should demonstrate intelligence, creativity, initiative, accuracy, and dependability. They must be able to work independently and to judiciously assign priorities to various position-related tasks, projects, and goals. They should be alert to new ideas, methods, and technological changes in library and information science, and must be flexible in adapting to changes both within the profession and the institution. They should possess the ability to identify current and potential needs and problems within the Libraries and be able to formulate solutions by successfully integrating theory into planning and practice. Finally, they must be able to work cooperatively with library staff, and users of library services, be willing to accept opportunities to mentor other faculty colleagues, and they must possess a sound understanding of the education, service, and research missions of the Libraries and the University.

2. Professional Development or Research

a. Professional Development. Library faculty members are expected to undertake a continuing program that maintains or enhances their professional expertise or teaching abilities. As library and information science is an interdisciplinary field drawing upon

many different skills and subject specialties, this requirement may be fulfilled through the study of appropriate academic discipline(s) which should be related to the needs of the Libraries and the University. A faculty member may elect to meet this requirement either through enrollment in an additional graduate degree program or through an appropriate program of relevant professional development as stipulated in the annual assignment document. In selecting between these two alternatives, faculty should be aware that a second graduate degree is normally required for promotion to the rank of University Librarian. Relevant professional development may include short courses, full-term courses, institutes, workshops, conferences, and other educational activities. Professional development should be related to the individual's assignment and/or the needs of the Libraries and the University.

b. Research. Research is defined as scholarly, creative, or professional work in library and information science or another academic discipline resulting in the dissemination of results to an appropriate professional audience. Examples of acceptable research include, but are not limited to, authorship and publication of books, book chapters, journal articles and reviews, editorship of scholarly or professional publications, authorship of grant proposals and implementation of grant projects, and preparation for, and presentation at, conferences. Presentation of poster sessions or preparation of exhibits may also be counted as research. The research should be related to the individual's assignment and/or the needs of the Libraries and the University.

In evaluating research, quality is considered more important than mere quantity. Accordingly, books, book chapters, and articles in national or international refereed journals are granted more weight than oral presentations or articles in regional publications reaching only a limited audience.

Credit for publication as it relates to promotion will be given the year the work was officially and unequivocally accepted for publication. However, citations may be listed on the yearly evaluation as *submitted*, *accepted*, or *published* to show the progression of the work. Thus, a publication can be listed one year as *submitted* or *accepted*, and the next year as *published*. Publications receiving continuing recognition or awards after the year of publication may be given consideration for merit recognition.

3. Service

In keeping with the University's tradition as a land-grant institution, the Libraries are committed to the performance and recognition of service activities on the part of its faculty as essential components of its mission. Enlightened perspectives, technical competence, and professional skills are indispensable resources in coping with the complexities of modern civilization. Service of faculty members to West Virginia is of special importance to the University mission.

Faculty are expected to be active members of the academic community through participation in appropriate forms of service. Service activities involve the application of the benefits and products of professional expertise, education, and research to address the needs of society and the profession. These activities include service to the university, state, region, and at national and

international levels. The appropriate degree or amount of activity required for attainment to each rank is specified below in Section III, B. At all levels of evaluation, greater emphasis is placed upon the significance and quality of accomplishments than on the sheer number of activities undertaken.

The evaluation of service should include assessments of the degree to which the service yields important benefits to the profession, university, or society. Especially relevant is the extent to which the service meets the needs of clients, induces positive change, improves performance, or has significant impact on societal problems and issues. Service contributions considered for evaluation are those which are within a person's professional expertise as a faculty member, and performed with one's university affiliation identified. Long-term compensated projects are normally not considered service. The nature and extent of acceptable service for purposes of retention and promotion for faculty of the University Libraries are defined as follows:

a. Service to the profession. Includes memberships and involvement in professional organizations at local, state, region, national and international levels. Forms of participation include formal involvement in meetings and/or workshops, committee appointments, holding positions of responsibility, and other service performed in support of professional organizations and societies.

b. Service to the University. Includes service as a Faculty Senator, service on Library and University committees, and participation in other appropriate projects. Teaching activities outside the normal realm of the librarian's position are considered service. Examples are courses or portions thereof taught for credit, workshops, professional development courses, seminars, and bibliographic instruction or information literacy lectures. Courses taught for credit and involving extensive original preparation will be given more weight than bibliographic instruction or information literacy lectures. Evidence of quality may include, but is not limited to, student evaluations, instructor comments, course syllabi, instructional materials, and peer review.

c. Service to society. Activities that draw upon the faculty member's professional knowledge and contribute to the betterment of society such as service on local, state or national library boards or commissions, organization of cultural or recreational programs which utilize library resources, provide library orientation, or draw upon the faculty member's specialized knowledge, and consultation regarding library resources.

B. QUALIFICATIONS FOR ACADEMIC RANK

The minimum qualification is a master's degree from a program accredited by the American Library Association, or an appropriate graduate degree commonly recognized in the field of appointment. Appointment, retention, and promotion for specific academic ranks are based upon the criteria outlined below.

1. Staff Librarian

The rank of Staff Librarian is assigned to faculty who are just beginning their professional careers or who have served only a brief period of time in a professional capacity. The Staff Librarian is required to apply for promotion to Assistant University Librarian at the conclusion of three years of service at WVU Libraries.

Throughout the year a continuing dialogue between the director, department head or appropriate administrator and Staff Librarian should be maintained. Each year between January 1 and March 1 this faculty member should meet to review his or her professional progress with the appropriate college or campus administrator or Dean of University Libraries. A Staff Librarian, in the fourth year or critical year, must either be awarded promotion or given notice of termination of appointment and a one year terminal contract.

Retention until promotion is based upon the following criteria:

Librarianship. A majority of annual reviews must rate **librarianship** as good or above.

Professional Development or Research. At least one relevant professional development activity in the first year and relevant professional development or research activities in the second and subsequent years.

Service. Participation in one of three service areas in the second and subsequent years: profession, university, or society.

2. Assistant University Librarian

The rank of Assistant University Librarian is awarded to faculty who have made a good beginning as a professional. Three years of professional library experience or its equivalent is normally required for appointment at this rank. Appointment as or promotion to Assistant University Librarian is significant because no further advancement in rank is needed to be retained by the WVU Libraries.

Promotion to Assistant University Librarian is based upon the following criteria:

Librarianship. Must receive a preponderance of good or excellent ratings in annual reviews.

Professional Development or Research. Relevant professional development or research activity. A preponderance of ratings must be satisfactory or above.

Service. Active participation in one of the service areas: profession, university, or society. A preponderance of ratings must be satisfactory or above.

3. Associate University Librarian

The rank of Associate University Librarian is one of distinction conferred only upon those with a proven record of progressive accomplishment within library and information science. Six years of professional library experience or its equivalent are normally required for appointment at this rank. Four years of experience at WVU as an Assistant University Librarian, with performance evaluation ratings of good or excellent, are normally required prior to application and consideration for promotion to this rank.

The performance criteria for Associate University Librarian are higher than that required for Assistant University Librarian. In addition to sustained good and effective performance and a record of significant contributions to the Libraries, evidence of leadership, resourcefulness, innovation, and dedication are required. While librarianship continues to be of primary importance in this rank, the faculty member must demonstrate fulfillment of the professional development or research activity and service requirements as well.

Promotion to Associate University Librarian is based upon the following criteria:

Librarianship. Must receive a preponderance of good or excellent ratings in annual reviews.

Significant contribution in one, and reasonable contributions in the other of professional development or research and service.

Professional Development or Research. Relevant professional development or research activity with a preponderance of ratings at the level of satisfactory or above. Research activities may include, but are not limited to, publication of books, chapters in books, articles, bibliographies and book reviews, editorships, presentation of papers and poster sessions, authorship of grant proposals, and implementation of grant projects.

Service. Contribution in service to the profession, university, or society with a preponderance of ratings at the level of satisfactory or above. Professional service at this rank must go beyond memberships and attendance, and must include committee memberships and holding office in professional organizations beyond the local level. University service includes service as a Faculty Senator, on Libraries and University committees, and participation in other appropriate projects. Service to society is activity that draws upon the faculty member's professional knowledge. Service at this rank should be characterized by leadership or significant participation of high quality.

4. University Librarian

The rank of University Librarian is conferred upon individuals who exemplify leadership, innovation, and dedication to the Libraries, the University, and the profession. Ten years of professional library experience or its equivalent are normally required for appointment at this rank. Four years of experience at WVU as an Associate University Librarian, with performance evaluation ratings of good or excellent, are normally required prior to application and

consideration for promotion to this rank. A second graduate degree is normally required.

The University Librarian's performance is characterized by sustained good or excellent performance reviews, extensive professional knowledge, a broad grasp of current issues and developments, and a deep commitment to library and information science. While librarianship remains the single most important factor, the faculty member must accomplish significant professional development or research activity and service.

Promotion to University Librarian is based upon the following criteria:

Librarianship. Must receive sustained performance reviews of good or excellent.

Significant contribution in both professional development or research and service:

Professional Development or Research. Relevant professional development or research activity judged to be good or excellent. The University Librarian is normally expected to have completed a second graduate degree, but evidence of relevant professional development or research is also required. Research activities may include, but are not limited to, publication of books, chapters in books, articles, bibliographies and book reviews, editorships, presentation of papers and poster sessions, authorship of grant proposals, and implementation of grant projects. These activities must go beyond the occasional and reflect expertise recognizable by others in the library and information science profession or appropriate subject discipline.

Service. Contribution in service to the profession, university, or society judged to be good or excellent. Professional service at this rank must include such activities as holding a major office, chairing committees, or similar activities which contribute to the vitality of the profession of library and information science. Participation should be of significant value and the level of involvement, effort, and contribution must be of sufficient magnitude to be recognized by others in the profession. University service includes service as a Faculty Senator, on Libraries and University committees, and participation in other appropriate projects. Service to society is activity that draws upon the faculty member's professional knowledge. Service activities should be characterized by consistent leadership and reflect concrete accomplishments directed at solving significant problems and improving the profession, university, and society. The ongoing quality and significance of the contribution should be consistently high.

5. Emeritus

Emeritus appointments are granted selectively to faculty members upon their retirement in recognition of their meritorious service to West Virginia University. To be recommended for Emeritus status, the faculty member must have a distinguished record as a librarian or a distinguished career as an administrator; a record of significant professional development or research activity; and a history of service to the profession, university, or society. The faculty

member must also have held for at least ten years the rank of Assistant University Librarian or higher at West Virginia University.

Consideration for Emeritus status is automatic for those faculty members whose retirement is announced and who meet the requirements described above. Candidates for the Emeritus appointment are accorded the same review that governs retention and promotion. The review begins in the departments and ends with the President or designee. Faculty members awarded Emeritus status retain their professional titles; Deans also retain their administrative titles.²

IV. FACULTY PRODUCTIVITY REPORT AND DOCUMENTATION

Any and all evaluations and recommendations must be based on both quantitative and qualitative evidence. The primary evidence to be weighed must be contained in the faculty productivity software. To it are added the professional judgments as to the quality of the faculty member's librarianship, professional development or research, and service. If such evidence has not been provided, the readers' response should be, "In the absence of evidence to the contrary, I/we must conclude that the faculty member's work is unsatisfactory."

Documentation shall be established and maintained for each faculty member in the faculty productivity system. In principle, the record in the faculty productivity report should be sufficient to document and to support all evaluation decisions. Letters of appointment are kept separately in the Notice of Appointment files established and maintained in the office of the Dean of University Libraries, Dean of Potomac State College, WVU Tech Campus Provost or Dean of the College of Law.

A. Annual Evaluation Contents in Faculty Productivity System

Each year the faculty member adds to the faculty productivity system the following items:

1. A current position description on the Libraries' form with signatures of the faculty member and the director, department head or appropriate administrator, and dated for the year under review.
2. A current vita outlining dates of education, employment, changes in status, promotions, leaves of absence, etc.

² See *West Virginia University Board of Governors Policy 38, Emeritus Status*. 6/06.
<http://bog.wvu.edu/r/download/4243>

3. The faculty member's Report Narrative.
4. The assignment document for the year under review. The assignment document must be signed and dated by the faculty member and the director, department head or appropriate administrator.
5. Exemplars of librarianship, professional development or research activity, and service activities.
6. Letters of commendation.
7. Additional information and records which the Dean of University Libraries or the faculty member's director, department head or appropriate administrator may wish to include. Faculty members should be notified of such additions, and may respond to the additions within ten working days, which may be after the closing date.

The faculty member is solely responsible for assuring the completion of items 2, 3, 5 and 6. The director, department head or appropriate administrator shares responsibility for items 1 and 4.

B. Completion of and Access to the Faculty Productivity Report and Documentation

The annual faculty productivity report and documentation shall be prepared and submitted to the faculty productivity system for the director, department head, appropriate administrator, or Office of the Dean of Libraries for review. The report and documentation must be completed and submitted according to the official deadline for updating evaluation files established by the Provost's Office. (See Calendar for Annual Review of Library Faculty.) On the appropriate deadline date, the report and documentation shall be closed for the review period. Only documents generated by the Peer Review and Promotion Committee or appropriate campus dean or provost as a consequence of the evaluation process shall be added to the faculty productivity system after the deadline date.

Faculty members have the right of access to their faculty productivity report and documentation at any time through the faculty productivity system. All others shall have access to the faculty productivity system only on the basis of a need to know. Members of the Peer Review and Promotion Committee, hearing panel, faculty productivity system administrator or administrative officers charged with making evaluation recommendations are assumed to have a need to know. The Dean of University Libraries, or his/her designee, shall determine whether an individual has a need to know and what material is necessary to fulfill the need to know. All persons will treat the materials from the faculty productivity system as confidential. The security of all evaluation reports and documentation is to be assured. The confidentiality of each evaluation report and documentation is to be respected. Disclosure of faculty productivity reports and documentation materials to those outside the evaluation process shall occur only under valid legal process or order of a competent court of jurisdiction. However, individual faculty members may release copies of any or all parts of the reports and documentation, at their discretion.

V. ANNUAL EVALUATION AND RETENTION

A. General Description.

The performance of individual faculty members is evaluated annually throughout their career with West Virginia University Libraries. All full-time and continuing part-time faculty members are required to participate in annual evaluations. A faculty member's director, department head or appropriate administrator is responsible for reviewing the annual evaluation process with an appointee within one month of hiring. The primary purpose of these evaluations is to assist individual faculty members in developing their talents and expertise to the maximum extent possible, and in promoting continuing productivity over the course of their careers. These written evaluations will be based on assignments as described in the letter of appointment, the position description, the assignment document, and other relevant documents, and will be supported by documents placed in the faculty productivity report and documentation by the faculty member, the director, department head or appropriate administrator, or the dean or other appropriate campus administrator. These evaluations will focus primarily on strengths and weaknesses, on the best use of the faculty member's talents to meet the Libraries' needs, and on specific recommendations for improvement and professional development. Annual evaluations support recommendations and decisions concerning retention, non-retention, promotion, and salary increases.

The annual evaluation of a promotable faculty member will generally emphasize quantitative and qualitative expectations and progress toward the next appropriate rank. While not all promotable faculty may attain promotion, annual evaluations should assist them toward that goal. These evaluations may lead to adjustment of duties and occasionally will lead to notices of non-reappointment or termination of appointment. The resultant annual assessment will be used to guide the faculty member in areas in which improvement may be needed. The annual evaluation also provides the opportunity to develop changes in responsibilities that reflect the strengths of the individual and the needs of the library system and the university.

B. Methodology

The annual written evaluation, position description, and assignment document are the only mandated documents of the review process for which faculty and their director, department head or appropriate administrator are jointly responsible.

The assignment document is the linchpin in the peer review process and therefore, must be prepared carefully and thoroughly. Its importance lies in the fact that most decisions in the review process stem from the items and percentages given in the assignment document.

Careful consideration should be made about what percentages are in each category based on the faculty member's individual position. If teaching is a major component of that position, for example, then that should be reflected in the percentage and description of teaching under librarianship in the assignment document. If the faculty member is providing extra teaching that will be designated as service, this needs to be made clear in the service section of the assignment document.

The formal evaluation serves as a cumulative instrument to document the faculty member's performance over the past year. Throughout the year a continuing dialogue between director, department head, appropriate administrator, or dean and faculty member should be maintained and documented as appropriate.

Performance evaluation is an administrative responsibility normally carried out by a faculty member's immediate director, department head or appropriate administrator. Evaluations of faculty members whose responsibilities cross departmental lines should include comments from the secondary director, department head or appropriate administrator. In preparation for the annual review, it is the responsibility of the faculty member to provide written documentation in the faculty productivity system for review by the director, department head or appropriate administrator and the Peer Review and Promotion Committee.

C. Faculty with Less than One Year of Service

Library faculty members in their initial year are required to prepare an annual faculty productivity report and documentation for review and evaluation by their director, department head or appropriate administrator and for submission to the Peer Review and Promotion Committee. Submissions to the faculty productivity system shall be made according to the established calendar for annual evaluation.

Faculty commencing employment between January 1 and August 15 shall be evaluated for and be eligible for the salary increase granted to faculty during the year following their first review by the Peer Review and Promotion Committee. Recently employed library faculty whose first day of employment falls on or between August 16 and December 31 will be defined as "first-year faculty" unless otherwise defined in the letter of appointment. As stipulated in the Faculty Salary Policy, "first-year faculty members will receive salary increases that are equal to the average percentage increase of all other full-time regular faculty members in that unit, as defined by the college or school", unless otherwise justified by evidence indicating either an unsatisfactory performance or a performance that is clearly at a high level, in which case the salary increase will be adjusted accordingly by the Dean.

D. Descriptors for Annual Review³

In accordance with the University guidelines, specific terms shall be used by the director, department head or appropriate administrator and the Peer Review and Promotion Committee in judging the faculty member's performance.

Excellent: characterizing performance of high merit

Good: characterizing performance of merit

Satisfactory: characterizing performance sufficient to justify continuation but when applied to an

³ *West Virginia University Procedures for Faculty Appointment, Annual Evaluation, Promotion, and Tenure [accepted 2014]*, p. 12.

area in which significant contributions are required, not necessarily sufficient to support promotion, especially if used as a descriptor of librarianship.

Unsatisfactory: characterizing performance insufficient to justify continuation

Based on these descriptors, a faculty member with a preponderance of satisfactory or unsatisfactory ratings over time, particularly in an area in which a significant contribution is required, would not qualify for retention or promotion.

E. Non-Retention

The annual review is intended to assist with the improvement of the faculty member. In the instance where the faculty member does not respond to advice or recommendation for improvement, or meet the terms of appointment or subsequent changes to the terms, non-retention may be recommended. Throughout the year a continuing dialogue between the director, department head, appropriate administrator or dean and faculty member should be maintained and documented in writing as appropriate. Evidence to be weighed for non-retention must be evident from the faculty member's faculty productivity report and documentation and evaluations. Procedures for rebuttals or petitions against non-retention decisions are discussed below under each step of Section VIII, Evaluation Process.

VI. PROMOTION

The present document shall be given to candidates for faculty positions during their interviews on campus. The faculty member's director, department head or appropriate administrator is responsible for reviewing the annual evaluation process with the appointee within one month of hiring.

Consideration for first promotion will be based on the faculty member's contributions since appointment at West Virginia University. Promotions thereafter will be based on achievement since the previous promotion.

A. Candidate's Letter of Intent

A brief letter of intent from the candidate shall be written to the current Chair of the Peer Review and Promotion Committee by October 1. The letter should be copied to the candidate's director, department head or appropriate administrator and the Dean of University Libraries.

B. Promotion Requirements of Staff Librarian

The Staff Librarian is required to apply for promotion to Assistant University Librarian at the conclusion of three years of service at WVU Libraries. The Staff Librarian, during the fourth year or critical year, must either be awarded promotion or given notice of termination of appointment and a one year terminal contract.

C. Denial of Promotion

A faculty member whose application for promotion is unsuccessful must wait at least one full year after the decision is rendered before submitting another application. This does not apply to the Staff Librarian in his or her critical year. A faculty member may appeal this decision as described below in Section VIII, E.

VII. PEER REVIEW AND PROMOTION COMMITTEE

The evaluation of faculty for retention, promotion and salary increase is conducted at the peer level by the Peer Review and Promotion Committee. The Committee shall always consist of an odd number of members with no less than five members. On an annual basis, the Library Faculty Assembly Executive Committee shall conduct an election for the Peer Review and Promotion Committee. All Committee members will serve for one year. A second consecutive term for a Peer Review and Promotion Committee member is allowed. The names of the current year Peer Review and Promotion Committee members will not appear on the ballot, but may be appointed by the Dean of Libraries as needed. Candidates for promotion shall not be eligible to serve on the committee and therefore, shall not appear on the ballot. Department heads and library directors may serve on the committee. To serve on the Peer Review and Promotion Committee, faculty members must have a minimum of one year of service with the Libraries at the time service on the committee begins.

The results of the election will be submitted to the Dean no later than one week after the elections (see Calendar for Annual Review of Library Faculty). From those receiving the most votes, the Dean shall appoint the Committee balancing its membership by rank, function, and location. A chairperson will be designated by the Dean and shall hold the rank of Associate University Librarian or University Librarian. The Committee shall be appointed at least one month prior to the beginning of the annual review process as established by the calendar that accompanies this document.

The Peer Review and Promotion Committee shall be consulted as needed throughout the year by the Dean of University Libraries regarding recommendations for rank for all new appointments. This recommendation will be based on the qualifications stated in this document.

The Peer Review and Promotion Committee shall conduct an annual information session in the fall, or as needed, for librarians at the staff rank and/or for those new to the WVU Libraries. An announcement with the date and time will be made to all library faculty, and any librarian may attend these sessions.

VIII. EVALUATION PROCESS

A. Peer Level: Peer Review and Promotion Committee

It is the responsibility of the Peer Review and Promotion Committee to review all annual faculty productivity reports and documentation and promotion applications except for University

Librarians (unless they choose to be evaluated by the Committee), Assistant or Associate Deans unless they are applying for promotion to the next faculty rank. The committee members shall be supplied by the Dean's Office with the following:

- a. a roster of current faculty with their ranks and dates of appointment,
- b. a list of candidates for promotion or emeritus status and the dates of their last promotion or the date of appointment as appropriate, and
- c. copies of all faculty members' annual evaluation letters from the Peer Review Committee for the preceding year(s) under review.
- d. a copy of this document.

The Peer Review and Promotion Committee will carefully note the percentages outlined on the assignment document when evaluating the performance of the faculty member. If the faculty member allotted 35% of his/her time to a certain part of the position, then that percentage needs to be reflected in the faculty productivity report and documentation. For example, if someone allots 20% of his/her time to book selection, the evidence in the system should be of equal weight. Looking at the quality of documents in the system, combined with the percentages in the assignment document, should give the committee an idea of how well the faculty member performed.

The Committee will prepare a written evaluation for each faculty member, together with an unequivocal recommendation for or against retention, promotion, or emeritus status as applicable. The Committee is expected to comment in detail on their perceptions of any discrepancies in an annual evaluation between a director, department head or appropriate administrator's evaluation of a faculty member's performance and the documentation in the faculty productivity system.

All Staff Librarians should be more thoroughly reviewed each year by the Committee. The Committee report should constitute a critique of the candidate's faculty productivity report and documentation commenting on the faculty member's strengths and weaknesses as presented in light of the faculty member's eventual promotion application. The Committee should recommend areas in which additional progress is needed.

The Committee's evaluation must be signed by all members, with the total number of positive and negative votes recorded. Any Committee member may include a minority statement in the recommendation. Each written evaluation for annual review, promotion, or emeritus status is forwarded by the Committee chair to both the Dean of University Libraries and the faculty member and placed in the faculty productivity system. Written evaluations for Potomac State faculty are sent to both the Dean of Libraries and the Dean of the Potomac State College; WVU Tech faculty are sent to both the Dean of Libraries and the WVU Tech Provost; Law Library faculty are sent to both the Dean of Libraries and the Dean of the College of Law, as well as to the faculty member. When the Committee recommends continuing appointment instead of promotion or denies emeritus status, the recommendation must be mailed "Certified Mail-Return

Receipt” to the faculty member.

When a recommendation for denial of promotion, or termination of appointment has been made, the faculty member may include a rebuttal to the departmental head or supervisor evaluations for review at the Peer Review Committee level. The rebuttal must be forwarded to the Dean within five (5) days or receipt of the evaluations.

Responses to annual reviews may be submitted at any time, and will be added to the faculty productivity system. Errors of fact should normally be corrected by the department chair with an additional memo to the system. If the faculty member disagrees or otherwise takes issue with the evaluations or the assignment of descriptors the faculty member may work informally with the department chair or ask the Dean to review the evaluations or descriptors. However, any informal efforts to resolve any such issue will not serve to suspend or otherwise delay the statutory time requirements set forth in the West Virginia Public Employees Grievance Procedure for the filing of grievances. After considering the faculty member’s request, the Dean may direct the department chair or committee to reconsider their action, based on a written justification that would be placed in the faculty productivity system. Any subsequent adjustments would be documented in an additional memo in the system.

B. Dean Level

The Dean of University Libraries or appropriate campus administrator shall review all recommendations from the Peer Review and Promotion Committee. The Dean or administrator shall make an assessment, in writing, with recommendations for each faculty member. The Dean or administrator’s recommendation for annual review, promotion, or emeritus status shall be sent to the faculty member and placed in the faculty productivity system.

If either the Peer Review and Promotion Committee or the Dean of University Libraries supports a positive recommendation for promotion of a faculty member, the candidate’s faculty productivity report and documentation, including the Committee’s and the Dean’s recommendations, are forwarded to the Provost. When the Dean recommends continuing appointment instead of promotion or denies emeritus status, the recommendation must be mailed “Certified Mail-Return Receipt” to the faculty member. A promotion candidate may include a rebuttal to a negative recommendation for promotion by either the Peer Review and Promotion Committee or the Dean for review by the Provost. The rebuttal must be received by the Provost within five (5) working days of receipt of the recommendation.

A faculty member may include a rebuttal to a negative annual recommendation or recommendation for termination by the Dean of University Libraries for review by the Provost.

A faculty member may petition the Provost for a review of negative recommendations at the Dean’s Level (i.e., when both the Committee and the Dean render negative decisions). The petition should reach the Provost within (5) working days of receipt of notification by the Dean of the negative recommendations.

The Dean of University Libraries shall have the responsibility for determining whether the

Committee evaluations have been conducted fairly and the criteria applied uniformly.

C. University Promotion and Tenure Advisory Panel Level⁴

The promotion recommendations from the Dean's Level review, including candidates' appeals of Dean's Level decisions, will be reviewed by the Advisory Panel. Primary attention will be given to four questions:

- a) Has each recommendation been supported by objective evidence to ensure that no candidate is being treated capriciously or arbitrarily?
- b) Have the review procedures been followed?
- c) Is each recommendation consistent with University policies and unit policies and objectives?
- d) Are the recommendations consistent with the Library and University criteria for promotion?

The Advisory Panel will prepare written statements addressing these issues. The statement will be signed by all members of the panel, dated, and added to the faculty productivity system. Panel members may include minority statements with the general statement.

D. Provost Level

Decisions on promotion and non-retention recommendations are made by the Provost and Vice President of Academic Affairs after reviewing the faculty productivity report and documentation and the recommendations by the Peer Review and Promotion Committee and the Dean of University Libraries. The candidate, Dean of Libraries, and appropriate campus administrator will be notified in writing of the decision rendered.

E. Denial of Retention, Promotion, or Emeritus Status

Under each step of the evaluation and promotion process, provisions have been made for rebuttal of recommendations within stated time limits. A faculty member desiring to appeal non-retention, non-promotion, or other evaluation decisions may appeal by using West Virginia Code §6C-2, as described in the WVU Board of Governors Policy 2. The appeal should reach the office of the Provost within fifteen (15) working days after receipt of the written decision.

IX. AMENDMENTS

Amendments to this document may be recommended by the current Peer Review and Promotion Committee. Requests for amendments may be made by faculty members to the Committee who

⁴ *West Virginia University Procedures for Faculty Appointment, Annual Evaluation, Promotion, and Tenure [accepted 2014], p.16-17.*

will review them and recommend for or against these proposals.

When an amendment is recommended by the Committee, the Chair of the Library Faculty Assembly is responsible for calling a meeting of the faculty to discuss it. The proposed amendment should be distributed to all faculty members ten (10) days prior to the meeting. A two-thirds vote of the faculty is required to amend this document.

Amendments are subject to approval by the Dean of Libraries and the Provost's Office.

Appendix A
WEST VIRGINIA UNIVERSITY LIBRARIES
Library Faculty Salary Guidelines

The salary guidelines for West Virginia University Libraries rewards meritorious performance. In the context of these guidelines, “meritorious performance” is defined as “the quality of a faculty member’s performance as it relates to assigned responsibilities.”

In the event of promotion, the faculty member will be awarded a ten percent salary increase in recognition of his or her performance over time. This will occur regardless of any additional increase.

Based on available resources, a pool of funds will be set aside by the University annually for other salary increases. The WVU Libraries will receive an amount to be used to recognize relative degrees of faculty contribution. This amount will be based on the personnel budget for the Libraries.

Determinations of the relative quality of a faculty member’s annual performance will be made in accord with the Libraries’ evaluation procedures, and will use the descriptors **excellent, good, satisfactory** or **unsatisfactory**. Assessment of the quality of one’s annual performance will be distinct from assessment for promotion, which is based upon long-term performance. Thus, a faculty member might not satisfy all the conditions for a favorable recommendation for promotion but might nevertheless deserve a salary increase based upon quality of performance in assigned areas of responsibility for a given year. In other words, a faculty member’s annual contributions in various assigned areas will be evaluated and rewarded. On that basis, a faculty member awarded a ten percent salary increase because of promotion would still be eligible for a merit-based increase.

Under this evaluation procedure, a faculty member will be evaluated annually in the areas of **librarianship, professional development or research, and service**. Performance-based salary increases will apply proportionally to each assigned mission area. In the assignment document, the percentages of time allocated to each of these three areas will normally fall within the following ranges:

Librarianship 75%-90%

Professional Development or Research 5%-15%

Service 5%-15%

At the beginning of each year, the faculty member and the director or department head must agree upon the percentages for the upcoming year, and the percentage for each category should be explicitly stated in the assignment document. When evaluation is performed at the end of each year, the percentages may be reconsidered and adjusted to determine whether the actual activity

matched the anticipated percentages. The adjusted or final percentages will be used for calculating the recommended salary increase. Analysis and adjustment of the percentages is an essential step in the evaluation process.

When conducting each annual evaluation, the Peer Review and Promotion Committee will make an assessment of performance. Committee members will assign the descriptors **excellent**, **good**, **satisfactory** or **unsatisfactory** to characterize a faculty member's performance in each of the areas of librarianship, professional development or research, and service. The Committee will then reach a consensus and assign a whole number score based on the descriptor in each of the three areas. Merit scores are based on the performance rating assigned by the Peer Review and Promotion Committee in their evaluation letter. Each individual member of the committee will be evaluated by the remaining members of the committee. A numerical score is assigned to each of these performance rating terms:

Excellent - 4

Good - 3

Satisfactory - 1

Unsatisfactory - 0

In awarding performance-based salary increases, the assignment of the librarian and the corresponding merit scores will guide the amount of the award. Performance-based salary increases will apply proportionally to each performance area. A librarian who receives a rating of excellent will receive the highest performance-based salary increase for that portion of his/her assignment. A librarian whose performance is deemed good will receive a smaller increase for that portion of his/her assignment. A librarian whose performance is deemed satisfactory will receive a still smaller increase for that portion of his/her assignment. A librarian whose performance is deemed unsatisfactory will receive no performance-based salary increase for that portion of his/her assignment. The total of the merit scores for all three performance areas will comprise the final, composite score. Scores in each category (librarianship, professional development or research, and service) will be noted in the faculty member's merit letter from the Peer Review and Promotion Committee.

Two examples of how these totals appear in the merit letter:

Librarianship:	Good	$3 \times .80 = 2.40$
Professional Development or Research:	Good	$3 \times .10 = 0.30$
Service:	Good	$3 \times .10 = \underline{0.30}$
		3.00

Area	Score	Percent on AD	Total
Librarianship	3	80	2.40
Professional Development or Research	3	10	.30
Service	3	10	.30
		Composite Score:	3.00

Librarianship:	Excellent	$4 \times .75 = 3.00$
Professional Development or Research:	Good	$3 \times .10 = 0.30$
Service:	Satisfactory	$1 \times .15 = 0.15$
		3.45

Area	Score	Percent on AD	Total
Librarianship	4	75	3.00
Professional Development or Research	3	10	.30
Service	1	15	.15
		Composite Score:	3.45

The Dean of Libraries will review the annual performance evaluations and use the scores to determine salary increases. The Dean of Libraries will use an algorithm developed by the Provost's Office which would provide the same percent increase to faculty members who obtain the same score. A percentage of the annual salary pool may be set aside for adjustments made at the Dean's discretion according to University policy. Salary adjustments for library faculty in the first year of appointment are also made according to stated University policy.

If the Dean chooses to assign a salary increase at variance with the score determined by the Peer Review and Promotion Committee, the Dean will notify the library faculty member in writing.

The Dean of Libraries will review all recommendations, make adjustments if necessary, and forward them to the Provost. The Provost reviews the Dean's decisions for consistency with University policy.

The first-year annual review of a faculty member, as noted in the University guidelines, likely includes “limited evidence,” since the faculty productivity report and documentation closes on December 31. Thus, first-year faculty may be at a disadvantage in the assignment of performance-based salary increases that would be effective during their second year. To rectify this situation, and unless otherwise justified by evidence indicating either an unsatisfactory performance or a performance that is clearly at a high level, first-year faculty members will receive salary increases that are equal to the average percentage increase of all other full-time regular faculty members in that unit, as defined by the Libraries.

The *Library Faculty Salary Guidelines* are based on West Virginia University’s *Faculty Salary Policy*, adopted by the WVU Faculty Senate May 13, 2002 and ratified by the Board of Governors June 7, 2002 [effective beginning 2003/2004].

Appendix B

WEST VIRGINIA UNIVERSITY LIBRARIES

Calendar for Annual Review of Library Faculty

September 15	Office of the Dean of Libraries will issue annual calendar to all faculty (including College of Law, Potomac State College, and WVU Tech faculty)
October 1	Letter of intent to apply for promotion due from candidate to current chair of Peer Review and Promotion Committee copying the candidate's chair and Dean of Libraries.
November 1	Election of new Peer Review and Promotion Committee completed
December 31	<p>Annual faculty evaluations and assignment documents for promotional candidates must be completed by Department Heads, Directors, Associate Dean, and Dean (for direct reports only). All promotional files must be in the Dean of Libraries office by the end of the working day.</p> <p>Deadline for updating or adding additional documents to all files (WVU Libraries and College of Law); files for all non-promotional faculty must be in the possession of the person to whom they report.</p>
January 15	Annual faculty evaluations and assignment documents for non-promotional staff, assistant and associate candidates must be completed by Department Heads, Directors, Associate Dean, and Dean or other appropriate campus administrator by this date and uploaded to the faculty productivity system. Assignment documents for the coming year shall be added to the faculty productivity system.
February 7	<p>Deadline for Peer Review and Promotion Committee to forward promotion recommendations to the Dean of Libraries and promotion candidates.</p> <ul style="list-style-type: none">• Law Library faculty promotion recommendations need to be sent to both the Dean of Libraries and the Dean of the College of Law, as well as to promotion candidates.• Potomac State College promotion recommendations need to be sent to both the Dean of Libraries and the Dean of Potomac State College• WVU Tech promotion recommendations need to be sent to both the Dean of Libraries and Provost of WVU Tech as well as to promotion candidates.
March 1	Annual faculty evaluations for university librarians who are not reviewed by the peer review committee must be completed by Department Heads,

Directors, Associate Dean, Dean, or Provost (as appropriate) by this day.

Deadline for Peer Review and Promotion Committee to forward annual evaluations with merit recommendations, and emeritus recommendations to the Dean of Libraries and faculty members. Law Library faculty evaluations and merit recommendations need to be sent to both the Dean of Libraries and the Dean of the College of Law, as well as to the faculty member. Potomac State library faculty evaluations and merit recommendations need to be sent to both the Dean of Libraries and the Dean of Potomac State College, as well as to the faculty member. WVU Tech library faculty evaluations and merit recommendations need to be sent to both the Dean of Libraries and the Provost of WVU Tech, as well as to the faculty member.

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|----------|--|
| March 15 | Deadline for Dean of Libraries, Dean of College of Law, Dean of Potomac State, and Provost of WVU Tech to forward recommendations for promotion or non-retention to the faculty and to the Provost as appropriate. |
| May 15 | Deadline for the Provost to provide written notice of promotion decision. |

Note: when a deadline falls on an official holiday or weekend, the due date will be the previous University working day.

Appendix C

WEST VIRGINIA UNIVERSITY LIBRARIES

Forms

1. Position Description
2. Assignment Document
3. Annual Performance Evaluation

**WEST VIRGINIA UNIVERSITY LIBRARIES
FACULTY POSITION DESCRIPTION**

Name: _____

Rank: _____

Position Title: _____

SUMMARY OF RESPONSIBILITY: [summary; purpose]

QUALIFICATIONS: [basic or special competencies]

REPORTING RELATIONSHIPS: [line of supervision]

SPECIFIC DUTIES: [day to day; supervisory]

PERFORMANCE STANDARDS: [more specific criteria may be added to the following]
Evaluation is based on *West Virginia University Libraries: Criteria for Library Faculty Appointment, Retention, Promotion, and Merit*, the current Position Description, and the Assignment Document for the year under review.

Signatures:

Faculty Member: _____ Date: _____

Director/ Department Head: _____ Date: _____

West Virginia University Libraries
Assignment Document for Library Faculty

Evaluation
Cycle:

Name: _____
Position Title: _____

Librarianship	% Assigned	% Actual
Professional Development or Research	% Assigned	% Actual
Service to the Profession, the University or Society	% Assigned	% Actual
Total % Time (Should equal 100% unless otherwise contracted)	% Assigned	% Actual

PRELIMINARY AGREEMENT

Faculty Member's Signature

Date

Department Chair's Signature

Date

**FINAL AGREEMENT FOR
YEAR UNDER REVIEW**

Faculty Member's Signature

Date

Department Chair's Signature

Date

Please note: Decisions regarding promotion, tenure, and salary adjustments will be based on these expectations, the quality of one's work, and the extent to which department, college and university guidelines, policies, and procedures, are met.

WEST VIRGINIA UNIVERSITY LIBRARIES
DEPARTMENT CHAIR'S EVALUATION – PERFORMANCE EVALUATION FOR
LIBRARY FACULTY

Evaluation Cycle:

Name: _____

Rank: _____

Position Title: _____

Department Chair Recommendation

_____ Approved for promotion to rank of _____

_____ Continue at present rank _____

_____ Terminate as of _____

DEPARTMENT CHAIR'S STATEMENT

(Evaluation of individual on basis of position description, attainment of previous year's objectives, and accomplishments including, but not limited to, all categories from the year's assignment / assignment document)

Faculty Member's Signature _____ **Date** _____

Department Chair's Signature _____ **Date** _____

The signatures above indicate that the Faculty Member has submitted their Performance Evaluation in faculty productivity system, and the Department Chair has provided a copy of their evaluation to the Faculty Member.