


## MEMORANDUM

DATE: September 27, 2023

FROM: Amir Dabirian, Ph.D.   
Provost and Vice President for Academic Affairs

SUBJECT: Temporary Use of DPS Pending Revisions Related to Narrative Word Limits

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Very recent changes in UPS 210.000 (“Tenure and Promotion Personnel Procedures”), section II.B.4, allow for Working Personnel Action File (WPAF) narrative lengths of up to 1,500 words, i.e., an increased narrative length maximum. An audit of Department Personnel Standards (DPS) has revealed that many existing DPS explicitly maintain a 1,000-word limit on narratives for a candidate’s WPAF.

The CSUF Academic Senate passed resolution ASD 23-67 (“Resolution to clarify USP 210.000 regarding narrative length”). The resolution resolved that the permitted lengths of narratives be 1,500 words for all departments.

After consulting with Faculty Affairs and Records, I have determined that revisions of DPS are in order, if not already being worked on. Until those DPS revisions are formally approved, the currently approved DPS are in effect, except that the former, 1,000-word limits cannot be used (i.e., are out of compliance with campus policy).



FACULTY AFFAIRS AND RECORDS

## **Official Departmental Personnel Standards for the Pollak Library Department of Technical Services**

Approved by Dr. Pamella H. Oliver, Provost and Vice President for Academic Affairs, on 5/10/2019 for implementation in the 2019-2020 Academic Year

[Verified and posted online at www.fullerton.edu/far/dps/libr2019.pdf](http://www.fullerton.edu/far/dps/libr2019.pdf)

According to Article 15.3 of the Collective Bargaining Agreement: Evaluation criteria and procedures shall be made available to the faculty unit employee no later than 14 days after the first day of instruction of the academic term. Evaluation criteria and procedures shall be made available to the evaluation committee and the academic administrators prior to the commencement of the evaluation process. Once the evaluation process has begun, there shall be no changes in criteria and procedures used to evaluate the faculty unit employee during the evaluation process.

According to University Policy Statement 210.002 (3/5/19 version), Section III.A.: ▪ Each department shall develop standards for the evaluation of faculty members of that department. These standards... shall indicate the specific range of activities and levels of performance necessary to meet requirements for positive retention, promotion, and tenure decisions. ▪ Approved Departmental Personnel Standards are controlling documents in all personnel decisions. ▪ All Departmental Personnel Standards require the approval of the Vice President for Academic Affairs (Vice President for Student Affairs for counselor faculty). ▪ Approved Departmental Personnel Standards shall be reviewed by the department as part of each program performance review. ▪ Student Opinion Questionnaire forms must be included as an attachment to Departmental Personnel Standards.

**CALIFORNIA STATE UNIVERSITY, FULLERTON**  
**POLLAK LIBRARY DEPARTMENT OF TECHNICAL SERVICES**  
**Departmental Personnel Standards**

## I. Introduction

This document establishes guidelines and procedures that govern retention, promotion, and granting of tenure (RTP) for probationary Library faculty and the promotion of tenured faculty. The standards conform to policies outlined in the University Policy Statement 210.002 (UPS 210.002) and the current CSU-CFA Collective Bargaining Agreement (CBA).

Evaluators must use these guidelines to make judgments about the level and quality of performance of each Library faculty member. The three areas in which Library faculty shall be evaluated for the purposes of retention, tenure, or promotion are: 1) Performance as a Librarian; 2) Scholarly/Creative Activities; and 3) Library, University, Professional, and Community Service.

The Department believes that the best way to maintain a superior Library is to support and assist faculty in becoming effective, experienced, and excellent librarians. The review process provides an opportunity for the recognition of areas of strength and achievement of a Library faculty member as well as recommendations for potential improvement. When specific weaknesses have been identified in prior evaluation(s), the faculty member shall include in the narrative specific plans to remedy these weaknesses. Both processes will benefit the librarian, the Library, and the campus at large. In evaluating supporting documentation, reviewers shall consider quality of accomplishments over quantity.

### A. The Retention, Tenure, and Promotion (RTP) Process

In order to be recommended for retention, tenure, and promotion in the Library, faculty shall be required to document their performance as a librarian, their scholarly and creative activities, and their service by providing the following:

#### 1. Prospectus for Probationary Faculty

All probationary librarians shall create a prospectus, their plan for achieving retention, tenure and promotion to Associate Librarian. The prospectus shall follow guidelines outlined in UPS 210.000 and this document.

#### 2. The Portfolio and the Appendix to the Portfolio

- a. The Portfolio is the sole basis for RTP evaluations, recommendations, and actions. It shall be cumulative, covering the period from the beginning of the probationary period to the last day before the due date in the fall semester of the academic year during which RTP action is to be taken.
- b. In cases where prior service credit was granted, that time interval shall also be documented in the Portfolio.

- c. It is the responsibility of the Faculty to ensure that the Portfolio is current and complete before it is submitted to the Chair or Dean; under circumstances specified in UPS 210.000, the Faculty may request additions to the Portfolio after it has been submitted.
- d. The Portfolio shall include all of the materials specified by the Table of Contents form available from the Office of Faculty Affairs and Records (FAR).
- e. FAR will add previous evaluations, recommendations, and, if any, rebuttals.
- f. The Appendix to the Portfolio shall contain supporting evidence that is directly relevant to the narratives. The Appendix shall contain all of the items specified in UPS 210.000 as well as materials specified below that document the Faculty's performance as a Librarian, scholarly and creative activity, and service.

### **B. Timeline of Review Cycles**

Each academic year an evaluation timeline is issued by the Provost and Vice President for Academic Affairs. In the case of a full review the librarian faculty shall submit

- 1) An updated curriculum vitae
- 2) Narrative of Performance as a Librarian
- 3) Narrative of Scholarly and Creative Activities
- 4) Narrative of Library, University, Community and Professional Service
- 5) All Assignments of Responsibilities (AOR) for the period of review
- 6) At the discretion of the librarian, the Annual Goals Statement(s) for Performance as Librarian may be included
- 7) Appendix with all supporting materials for the three narratives
- 8) Table of contents for the Portfolio and for the Appendix

In the case of an abbreviated review, the librarian faculty shall submit:

- 1) An updated curriculum vitae
- 2) AOR(s) for the prior year
- 3) At the discretion of the librarian, the Annual Goals Statement(s) for Performance as Librarian may be included

## II. Performance as a Librarian

Performance as Librarian is the most important area of evaluation for Library faculty undergoing a retention, tenure, and/or promotion review. The Performance as Librarian narrative with its supporting documentation is the primary basis of the evaluation. The narrative shall describe the librarian's activities under each of the areas of librarian performance for which the librarian has responsibility and shall not exceed 1,000 words.

### A. Assignment of Responsibilities (AOR)

Before the beginning of each academic year, the assignment of responsibilities document shall be drafted by the Department Chair in consultation with the Library faculty member and their Unit Head. The Library faculty member shall meet with the Dean of the Library, the Department Chair and their Unit Head to discuss the assignment and approve the AOR. The AOR shall specify the areas of Librarian Performance and enumerate the main responsibilities in which the Library faculty member is expected to engage, including Library teams and/or working groups to which he or she has been appointed.

### B. Areas of Librarian Performance

The work of a Library faculty member may be concentrated in one or more areas of Library specialization as specified in their AOR. Examples include, but are not limited to, the following (in alphabetical order):

1. Cataloging and technical services
2. Electronic resources management
3. Library assessment
4. Library systems and technology
5. Management, coordination, and planning
6. Public programming, outreach, and marketing
7. Reference, research consultation, instruction services, subject specialization, liaison duties
8. Scholarly communication
9. Selection, acquisition, and deselection of resources
10. Special collections and archives

### C. Examples of Supporting Documents for Librarian Performance Evaluation

It is the librarian's responsibility to demonstrate their individual contributions in each document they include. The following serve as examples and are not meant to be exhaustive.

1. Evidence of contributions to teams, working groups, and task forces
2. Evidence of leadership, project management, coordination, assessment, and policy development
3. Statistics and/or sample reports that document performance in AOR areas
4. Documentation of instructional methods, content, and innovative approaches
5. Programming/documentation, sample user feedback, promotional literature, outreach materials, and user manuals/guides
6. Ongoing professional development as a faculty member through

- participation in and/or organization of seminars or workshops,  
and continuing education in library science and related subject areas
7. Evaluations, letters, and/or data documenting performance from peers, students, teaching faculty, and management personnel

#### **D. Evaluation and Determination of Levels of Librarian Performance**

The level of performance by a librarian shall be determined by evaluation of the “Performance as Librarian” portion of the Portfolio. Evaluators shall assign a rating of Outstanding, Good, Needs Improvement, or Unsatisfactory to Librarian Performance. The Library faculty member should demonstrate their achievement using the indicators below or other indicators in their AOR. Each librarian is assigned a distinct range of responsibilities and shall be evaluated accordingly, taking into consideration the following indicators:

- Evidence of the scope and quality of performance in areas of AOR
- Mastery and currency in areas of AOR and subject specialization
- Ongoing professional development as a librarian
- Increasing levels of performance and innovation in areas of AOR
- Evidence of initiative and leadership practice
- Evaluation of areas of AOR from Librarian peers, teaching faculty, other University colleagues, and whenever possible, students
- Submission of two peer observations of instruction for each full review (instruction librarians only)

#### **Outstanding**

The Library faculty member performs at the highest level of competency in the areas specified in their AOR. The Library faculty member documents a significant record of achievement that demonstrates increasing growth in performance and individual contributions appropriate to the review period.

#### **Good**

The Library faculty member documents high quality work above the level of Needs Improvement, thus demonstrating initiative to improve in their AOR.

#### **Needs Improvement**

The Library faculty member documents basic competency in the areas of their AOR. While this level may be acceptable for retention in the 2<sup>nd</sup> year, it must be improved to Good by the 4<sup>th</sup> year to be recommended for retention.

#### **Unsatisfactory**

The Library faculty member has not demonstrated performance that meets the rating of Needs Improvement described above.

### III. Scholarly/Creative Activities

Library faculty are expected to engage in scholarly/creative activities that contribute to knowledge or further understanding of the discipline of library science, subject specialization, and/or special assignments in which the Library faculty member has expertise.

Scholarly/creative activities are the second most in importance for retention, tenure, and promotion. The Scholarly/Creative Activities narrative (together with the accompanying documentation) is the primary tool for evaluation of performance in this area. The narrative of no more than 1,000 words should consist of a concise discussion of the activities that transpired during the review period. APA citation style should be used to cite all publications mentioned in the Portfolio. The narrative should include citations to all supporting documentation such that evaluators can effectively map narrative statements with corresponding documents.

The librarian should state clearly if a publication, presentation, or other scholarly/creative activity is in progress, submitted, accepted, published, or otherwise completed. Works that are published, presented, or accepted for publication or presentation carry greater weight than works submitted or in progress.

#### **A. Publications**

Publication is an important avenue for advancing the results of research and new ideas, making connections within the profession and with other disciplines, and sharing practical applications. Peer-reviewed publications (such as professional or academic journal articles, book chapters, books, published conference proceedings) are recognized accomplishments and are expected for tenure, promotion, and promotion to full librarian. Other publications such as book reviews, magazine, newspaper or newsletter articles also have value but they are not considered at the same level of accomplishment as peer-reviewed publications (see Level of Scholarly/Creative Activities).

Works are considered to be completed once they have been accepted for publication. It is the responsibility of the faculty member to provide evidence of the quality of the publication outlet, e.g. proof of peer-review process, number of times cited or downloaded, or by providing information on where the publication is indexed.

Collaborative research and publication is encouraged; however, reviewers shall evaluate such co-authored publications based on the level of involvement by the Library faculty member. A co-authorship form is required for documents of this type.

#### **B. Presentations**

Conferences, workshops, and professional meetings are an important communication forum and are among the most significant contributions to the profession. Presentations shall be assessed by the content, preparation, research required, the forum to which it is delivered, and the impact on the profession. Providing invitations to present, copies of presentation slides, video or audio recordings, program listings, the review process, or letters of appreciation are examples of evidence to document presentation. An invited and/or refereed presentation will receive greater weight in the evaluation process.

### **C. Grants**

In the case of grant activity, a grant is assessed by the amount of the grant award, the preparation and research involved in the preparation of the proposal, whether it is an internal or external grant, the percentage of proposals that are funded, whether the grant is funded or not, and the impact of the grant activity on the Library and the University.

### **D. Other Creative Activities**

In addition to publications, presentations, and grants, faculty librarians engage in a variety of other creative activities. These may include:

- Creating digital learning objects that are shared with the academic library community
- Curating exhibits
- Writing code for derived and original software and applications
- Creating literary/artistic works
- Publishing for library-related blogs and other online communication
- Authoring dissertations or theses
- Teaching or lecturing in their areas of subject and technical expertise

### **E. Level of Scholarly/Creative Activities**

The evaluators shall determine the level of performance after reviewing the faculty narrative and accompanying documentation pertaining to scholarly/creative activities. The evaluator will use the following list of categories when evaluating the content in this section. A scholarly/creative activity not fitting in one of the example activities below may also be considered if thoroughly described and documented by the librarian as equivalent in significance. First-level activities are ranked the highest.

#### **First-Level Scholarly/Creative Activities (order does not indicate importance)**

- Peer-reviewed scholarly journal article (accepted for publication)
- Peer-reviewed (by editor, board or panel) scholarly book or monograph that presents original theories, models, or research (accepted for publication)
- Peer-reviewed (by editor, board, or panel) article in a published conference proceeding
- Peer-reviewed (by editor, board, or panel) book chapter, encyclopedia chapter, or reference work in press or accepted for publication
- Juried or refereed creative work (e.g. exhibit, performance, literary works, etc.)
- PI or Co-PI of successfully-funded external research grant that advances knowledge in the field.
- Original works such as digital learning objects deposited in a peer-reviewed, open educational resources repository
- Textbook that offers an original perspective or includes original research

#### **Second-Level Scholarly/Creative Activities**

- Peer-reviewed article which has been submitted, but not yet accepted for publication
- Textbook that is purely derivative in nature
- Refereed conference presentation or poster at a state, national or international conference



- Successfully funded intramural or internally-funded grants, or supporting a successfully funded external grant
- Competitively-selected research fellowship
- Editor of a scholarly book, editor of a special issue of a scholarly journal or curating an exhibit or other public project
- Authoring of original open source software related to the profession

### **Third-Level Scholarly/Creative Activities**

- Book reviews and other short publications such as blog posts or newsletter articles that do not fall under levels one or two
- Panel participant or poster presentation at a conference
- Lecture or presentation that does not fall under levels one or two
- Published commentary, critique, or opinion that is discipline-related
- Completion of data collection for a research project (interviews, surveys, transcripts, archival materials, etc.)
- Material completed or in progress, but not yet submitted for publication or production
- Submitted externally-funded research grant proposal (under review or rejected)
- Teaching courses in the area of library science or other subject specialization
- Presentations at a non-refereed conference

### **F. Evaluation of Scholarly/Creative Activities**

Evaluators shall assign a rating of Outstanding, Good, Needs Improvement, or Unsatisfactory as described below, and the rating and supporting comments shall be described in the evaluation document. All candidates for tenure and promotion must show consistent progress throughout the review period. The level of a librarian's Scholarly/Creative Activities shall be determined by evaluation of the narrative and supporting documents of this portion of the Portfolio.

#### **Outstanding**

2<sup>nd</sup> Probationary Year: at least two activities, both of which are 2<sup>nd</sup> level or higher

4<sup>th</sup> Probationary Year: at least four activities, two of which are 2<sup>nd</sup> level and 1 shall be a 1<sup>st</sup> level peer-reviewed work

Tenure and Promotion: at least six activities of which two are 1<sup>st</sup> level (one of which shall be a peer-reviewed work) and two are 2<sup>nd</sup> level or above

Promotion to Full: at least six activities of which two are 1<sup>st</sup> level (one of which shall be a peer-reviewed work) and two are 2<sup>nd</sup> level or above

#### **Good**

2<sup>nd</sup> Probationary Year: at least two activities, one of which is 2<sup>nd</sup> level

4<sup>th</sup> Probationary Year: at least four activities, two of which are 2<sup>nd</sup> level or above and shows progress toward a 1<sup>st</sup> level activity

Tenure and Promotion: at least five activities of which one shall be a first level peer-reviewed work and two are 2<sup>nd</sup> level

Promotion to Full: at least six activities of which one shall be a first level peer-reviewed work and two are 2<sup>nd</sup> level

**Needs Improvement**

2<sup>nd</sup> Probationary Year: two activities from level 3

4<sup>th</sup> Probationary Year: four activities, one of which shows progress toward a 1<sup>st</sup> level activity

Tenure and Promotion: must achieve a rating of Good or Outstanding

Promotion to Full: must achieve a rating of Good or Outstanding

**Unsatisfactory**

The Library faculty member has not documented accomplishments that meet the rating of Needs Improvement described above.

## IV. Library, University, Professional and Community Service

All Library faculty members shall be actively involved in service activities in support of the Department, the Library, the University, the CSU, the profession, and the wider community. These contributions shall have well-defined objectives that support Library and University mission and goals, be aligned, where possible, with the librarian's professional and subject expertise, and emphasize quality over quantity. Library faculty shall be evaluated by a narrative of no more than 1,000 words and appendix.

### A. Examples of Service Activities:

#### 1. Department/Library Service

- Chair of the Department
- Chair and/or member of the Department Personnel or Recruitment Committees or other Library committees
- Officer of the Association of Library Employees (ALE)

#### 2. University Service

- Member of an Academic Senate committee or other University-wide committee, board or group
- Officer or member of the Academic Senate or California Faculty Association Board (CFA)
- Participant in other campus groups or campus events

#### 3. CSU-Wide Service

- Chair or member of a CSU system-wide committee, CFA committee, or other committee, board, or group

#### 4. Professional Service

- Officer or chair or member within organizations such as the American Library Association (ALA), Special Libraries Association (SLA), California Library Association (CLA), California Academic & Research Libraries Association (CARL), or other library or professional entities
- Peer-reviewer for professional or academic publications or creative activities

#### 5. Community Service

- Participation in, presentations to and other contributions to community groups, charitable organizations, or governmental and non-governmental agencies

### B. Examples of documentation of service activities include:

- Election results
- Invitations or appointments to serve
- Letters of acceptance, appreciation or thanks
- Excerpts of agendas and meeting minutes
- Copies of non-confidential reports

- News articles, or other formats documenting librarian contributions, and
- Materials prepared in support of service activities.

**C. In the evaluation process, the DPC shall assess service activities by considering:**

- The impact on the Department, the Library, the University, and the community
- The time commitment required
- The preparation required
- The degree of leadership demonstrated
- The extent to which the activities support the Library's and University's mission and goals

**D. For service activities that extend over multiple years** (e.g., membership on a committee, term as Department Chair), service for one year is considered to be one activity, service for two years is considered to be two activities, and so on.

**Outstanding**

Two or more service activities on average per year in any combination at the Department, University, or higher levels (e.g. CSU, state or national organization), with the activities having a much higher degree of impact, significance, preparation, leadership and/or expertise required than those deemed Good.

**Good**

Two or more service activities on average per year with a higher degree of impact, significance, preparation and/or expertise required than those deemed Needs Improvement.

**Needs Improvement**

One or two service activities on average per year within or outside the Library or Department shall be considered Needs Improvement.

**Unsatisfactory**

The Library faculty member has not documented accomplishments that meet the rating of Needs Improvement described above.

## V. Recommendations in the RTP Process

- A. Retention: To be recommended for retention during the probationary period, the Librarian must demonstrate progress toward meeting the requirements for tenure and promotion in all three areas of review described in this document (Performance as a Librarian, Scholarly/Creative Activities, and Service to the Profession, Department, University and Community).
  - a. To be retained in the third year, the Librarian must be rated as Needs Improvement or higher in all three areas of review
  - b. To be retained in the fifth year, the Librarian must be rated as Good or higher in Performance as Librarian and Scholarly/Creative Activities, and at least Needs Improvement in Service
- B. Tenure: To be recommended for tenure, the Librarian must be rated as having met the standards of this document and to have been rated as Good or higher in all three areas of review.
- C. Early Tenure & Promotion: To be recommended for early tenure and promotion to Associate Librarian, the Librarian must have been rated as Outstanding in Performance as a Librarian and Scholarly/Creative Activities, and Good in Service.
- D. Promotion: Promotion (not appointment) to Associate Librarian is automatic with the granting of tenure if hired at the Senior Assistant level.
- E. Promotion to Full Librarian: To be recommended for promotion from Associate Librarian to Full Librarian, the Librarian must be rated Outstanding in Performance as a Librarian or Scholarly/Creative activities and Good in the other two areas of review.
- F. Early Promotion to Full Librarian: To be recommended for early promotion from Associate Librarian to Full Librarian, the Librarian must be rated as Outstanding in all three areas of review.

## VI. Review of Tenured Librarians (Post-Tenure Review)

Tenured librarians shall be reviewed at least once every five years. This periodic performance review follows **UPS 210.020** guidelines and is required by the CBA. This review is for the purpose of encouraging and maintaining excellence in all three areas of review. Post-tenure review does not result in any formal personnel actions, but evaluators are permitted to suggest improvements. The peer review committee may be the DPC or other separately-elected review committee.

- The evaluation process follows UPS 210.020. The periodic evaluation file shall consist of the following items: A current Portfolio vitae as the primary document covering Librarian Performance, Scholarly/Creative Activities and Service
- AORs for the period under review
- A self-evaluation narrative of no more than 500 words covering Performance as Librarian
- At the discretion of the librarian, the Annual Goals Statement(s) for Performance as Librarian may be included

## VII. Election of the Department Personnel Committee (DPC)

- A. The DPC shall consist of at least three voting tenured faculty members and an alternate. Election, composition, and eligibility requirements of the DPC follow UPS 210.000. The Department Chair shall arrange for the election by secret ballot of the committee and an alternate.
- B. All eligible tenured faculty members shall appear on the ballot. If there is an insufficient number of tenured or full librarian faculty eligible to serve, the department shall seek tenured or full faculty from related disciplines.
- C. The following individuals shall not serve on the DPC:
- The Department Chair
  - Tenured faculty members who are on any type of leave
  - Tenured faculty member serving on the Faculty Personnel Committee
  - Associate Librarians who are undergoing evaluation for promotion to Full Librarian
  - Associate Librarians are not eligible to review portfolios for promotion to Full Librarian.
- D. The alternate shall serve if a DPC member is:
- Not eligible to review a promotion portfolio and the alternate is eligible
  - Ill or temporarily absent