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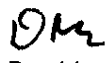

Office of the Provost

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David W. McLaughlin *Provost*

December 17, 2012

Memorandum to: Molly Nolan, Chair, FSC Personnel and Affirmative Action Committee (PAAC)
 Marie Monaco, Chair, FSC Tenure Modifications

From: David McLaughlin, Provost 
 Robert Berne, Executive Vice President for Health 

RE: Non-Tenure Track (NTT) Faculty Library Positions at the School of Medicine

Thank you for your December 13 response to our October 26 memorandum about the NTT option for library faculty in the School of Medicine. We are pleased that our joint review and iteration of these documents have addressed most of your issues.

In the December 13 response, the FSC raised one additional clarification regarding who decides whether an advertised position is defined a TT or NTT once someone is being hired. In response to this request for clarification, the School of Medicine is revising the Addendum to read, "Faculty candidates will be advised of the requirements for tenure or non-tenure tracks in discussion with the Department Chair, and selecting one track or the other will need to be done by the time of hire by the Department Chair **with input from the candidate and the departmental promotion and appointments committee.**"

The FSC also recommended that after five years the FSC review how the procedure for selecting tracks and moving between tracks is functioning. We agree on this point, and suggest that the FSC review be conducted early in calendar year 2018.

With these understandings, the November 1, 2011 Revision to the Policies and Procedures for Appointment, Promotion and Tenure at the School of Medicine as amended by the attached December 18, 2012 Addendum is approved. The School of Medicine is redrafting the Policies and Procedures to incorporate the Addendum, a copy of which will be provided to the FSC.

Again, thank you for your comments at this time, and for the Council's careful review since we first brought this policy to your attention last year. Your input and suggestions have substantially improved and strengthened the policy and procedures for the NTT faculty at the School of Medicine. If you would like to discuss this further, please let us know.

Copy to:

 Steven B. Abramson
 Peter Gonzalez
 Robert Grossman
 Mary Ann Jones
 Ted Magder
 Carol Mandel
 Carol Morrow
 Neil Rambo
 Diane Yu

Attachment: Recommendation to Create a Non-Tenure Track Option for Faculty of the Department of the Ehrman Medical Library, School of Medicine, Addendum (Revised December 17, 2012)

Recommendation to Create a Non-Tenure Track Option for Faculty of the Department of the Ehrman Medical Library, School of Medicine

Addendum (Revised December 17, 2012)

The following document is an addendum to the Recommendation to Create a Non-Tenure Track Option for Faculty of the Department of the Ehrman Medical Library, School of Medicine. It was composed in response to requests made for clarification about specific distinctions between tenure and non-tenure track requirements. The suggested distinctions outlined here are intended to serve as performance guidelines for library faculty.

The categories and descriptions listed in this document are based, in part, on a 1993 interoffice communication from then Chair of the Department of the Ehrman Medical Library, Karen Brewer, PhD, to then chairman of the Promotion and Tenure Committee, Ted Waugh, MD, regarding library promotion criteria. In this memo, Dr. Brewer explains that since the early 1970s librarians at Ehrman Medical Library/NYU Health Sciences Libraries were put on tenure track as curators. It was not until 1989 that a committee of both tenured and non-tenured medical librarians developed a Statement on Criteria for Tenure, which defined three areas of achievement critical to faculty rank: effective performance, scholarship, and professional activity.

Like the criteria described in the 1993 memo, this addendum presumes that the library faculty member is worthy of promotion, be it on tenure or non-tenure track, goes beyond the competence of his/her assigned work. The distinctions are intended to be guidelines for individual candidates and for the Departmental Committee on Appointments, Promotion and Tenure and Mentoring Committees. They are not meant to be prescriptive nor exhaustive of all the possibilities in which a library faculty member can demonstrate effective performance, scholarship, and professional activity. Furthermore, it is presumed that library faculty pursuing promotion on the tenure track have met or are clearly able to meet all of the non-tenure track criteria as well.

The tenure and non-tenure pathways will be distinguished by professional focus. The non-tenure track is more practice-based and almost exclusively emphasizes service within the institution, much like the professional pathway chosen by non-tenure track clinical faculty colleagues within the School of Medicine. Instead of emphasizing research, national professional engagement, and scholarship, the non-tenure pathway emphasizes contributions to practice. Non-tenure track faculty members will be expected to publish less frequently and on topics and in forums that are more practice-based (such as case reports) instead of developing original research. Ehrman Library faculty positions are largely practice-based and shaped by the unique qualities and talent of individual candidates. The essential functions of positions are not prescribed by tenure or non-tenure pathways. Instead, those differences reflect an individual's professional focus and career pathway that are separate from the fundamental functions of a position.

Within the School of Medicine, faculty positions are not required to be designated as tenure track or non-tenure track in job advertisements or postings. Recruiting for open positions, without designating tenure or non-tenure, allows the department to attract from the widest pool of talent available. Faculty candidates will be advised of the requirements for tenure or non-tenure tracks in discussion with the Department Chair and selecting one track or the other will need to be done by the time of hire.

Library faculty should not be held to the same standards for extramural funding as other School of Medicine faculty due to the different nature of the professions and available funding opportunities. Specific criteria for grant amounts are not discussed in the *Revision*; however, the ad-hoc Non-Tenure Track Committee recommends that requirements for non-tenure track faculty for securing grants should be more flexible and reflect the types of local awards available. In addition, as is increasingly the case for other non-tenure track faculty, Library faculty members are expected to be collaborative and to make contributions as

part of a team that facilitates scholarly work at the School of Medicine. This often involves being a collaborator on a grant, rather than the PI.

According to existing School of Medicine policy described in the chart "Revised Faculty Titles at NYU School of Medicine" in the *Revision to Policies and Procedures for Appointment and Tenure at the School of Medicine (2010)* (page 7), faculty on the tenure track may elect to switch to the non-tenure track. A role of the mentoring committee is to make annual recommendations to the faculty member and Chair regarding the most appropriate track depending upon the individual's academic, collaborative, and service activities. Changing tracks would be an option at the point of reappointment or promotion in consultation with the Chair and the Departmental Committee on Appointments, Promotion and Tenure, but can also be done at other times.

As the probationary period for Assistant Curators is seven years and a formal review is scheduled in the third year, following the third year review would be a natural time for faculty to switch from the tenure track to non-tenure track pathway. Switching from tenure track to non-tenure track requires approval by the Department Chair and final approval by the Dean (School of Medicine). A switch of tracks after the third year review but before the sixth year tenure review would require additional approval by EVPH and the Provost. Switching to the non-tenure track after the sixth year tenure review would require explanation and would be allowable only rarely in unusual situations.

Although it is very rare within most units of the University, switching from non-tenure track to tenure track is possible within the School of Medicine as described on Page 7 of the *Revision*. Library faculty will be encouraged to make any changes of track by the third-year review and will be apprised that the Dean's endorsement is required in all switches. It would be unusual for a faculty member to switch from non-tenure track to tenure track after the third-year review; however, in rare circumstances it would be allowable. Such a switch would require approval by the Chair, Dean (School of Medicine), EVPH, and Provost and must be considered fairly without preconceptions or bias and with no pre-judgment about gaining tenure.

Library faculty entering tenure track in the past year (2011) have been mentored; therefore, it is not necessary to consider extending the probationary period. Library faculty members who entered tenure track in previous years may be granted an extended period of remediation if deemed appropriate following discussion between the faculty member and the Department Chair.

Faculty candidates will be advised of the requirements for tenure or non-tenure tracks in discussion with the Department Chair, and selecting one track or the other will need to be done by the time of hire by the Department Chair with input from the candidate and the departmental promotion and appointments committee.

At the recommendation of the Faculty Senate Council, a review of the procedure for selecting tracks and moving between tracks by Medical Library faculty will be conducted by the FSC after five years. (This review could be conducted early in calendar year 2018.)

Suggested Track Distinctions

1. Effective Performance

Non-Tenure Track	Tenure Track
<p>Advance NYUHSL information/knowledge services by fostering and developing library services such as process or quality improvement, evaluation or assessment projects.</p> <p>Instructional service to library/NYULMC users and effective communication about library programs.</p> <p>Demonstrate skills that enhance, support, and advance information/knowledge services within institution.</p> <p>Superior quality performance and service to users in candidate's professional domain; problem-solving in the work environment effectively.</p>	<p>Leadership and service within the profession of librarianship through activities such as organizing/presenting professional learning experiences, serving as a reviewer, serving as member of team of experts.</p> <p>Development of instructional materials, programs or systems that serve the institution, and medical education at large.</p> <p>Active leadership in service activities, within library and larger Medical Center environment.</p> <p>Creative achievement in library service beyond routine functions through development of materials such as reports, bibliographies, exhibits, presentations, special projects and innovations.</p>

2. Scholarship

Non-Tenure Track	Tenure Track
<p>Facilitate scholarly work as collaborator on grants with other SOM faculty. Submit grant proposals.</p> <p>Maintain intellectual curiosity and currency through activities including but not limited to professional reading, research, continuing education, and involvement in professional organizations.</p> <p>Publishing papers on practice-based topics in informal forums.</p> <p>Professional emphasis on institutional service and contributions to practice.</p> <p>Presentations to SOM and Medical Center users on service/instruction topics.</p>	<p>Secure grant funding individually or as collaborator with other SOM faculty.</p> <p>Active ongoing intellectual engagement through activities such as professional reading, research, continuing education, professional involvement and/or relevant formal graduate degree work or other formal instruction in essential areas of related disciplines.</p> <p>Publishing original, scholarly papers that contribute to the advancement of medical librarianship/informatics or medical education.</p> <p>Developing unique resources, technologies, and/or scholarly projects beyond work requirements.</p> <p>Presentations of papers or research at professional meetings/conferences in local, national, or international forums.</p>

Professional Activity

Non-Tenure Track	Tenure Track
Membership in the Medical Library Association or related professional organizations.	Leadership/holding office in professional organizations, serving as board member, editor, or peer reviewer at the local or national level.
Participation in library committees.	Leadership in library committee work and participation in committees for larger School of Medicine, Medical Center, or University communities.
Attendance at conferences/professional association meetings related to the work of medical librarianship/informatics.	Membership in professional societies which require a reviewed level of achievement.