



## NEW YORK UNIVERSITY

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### Office of the Provost

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David W. McLaughlin *Provost*

November 28, 2012

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

From: David W. McLaughlin, Provost *DM*  
Robert Berne, Executive Vice President for Health *RB*

Subject: **NTTF library position at the School of Medicine**

We write in reply to your October 26 message transmitting the October 9 memorandum of the FSC PAAC and Tenure Modifications committee with respect to the revised SoM proposal to create NTTF library positions. We appreciate your careful review and thoughtful comments about the policy. Unfortunately, given the delays associated with Hurricane Sandy and its aftermath at SoM, we were unable to prepare our response by the November 15 date that you requested.

We are pleased that the FSC recommends that the "SoM be allowed to create NTTF positions, providing that the following issues are addressed in the proposal." In this memorandum, we address each of the five issues that you raised. In addition, we are attaching an "Addendum" to the proposal, which is the format requested by the SoM Faculty Council as a way to track the incremental changes to the policy.

We are all eager to complete this process, particularly in SoM, where the proposed policy will potentially affect its faculty in the immediate future. Please let us know how you propose to review the materials we are providing at this time and your timetable. Perhaps we can move this forward by meeting together before the break.

**1. "Positions in the library should be clearly advertised as either TT or NTTF so that applicants know exactly what they are applying for or accepting."**

Within the School of Medicine, faculty positions are not required to be described as tenure track or non-tenure track in job advertisements or postings. Recruiting for open positions without mention of tenure or non-tenure allows the department to attract from the widest pool of talent available. 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. 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.

**2. "The SoM should clarify at what point those holding library positions can deliberate on whether to switch tracks. If appointed on a TT position, will this come at a mid probationary period review or only near the end of the probationary period? The SoM should note that according to the Faculty Handbook and to the University Bylaw 82 (b) "A full-time assistant**

**professor in the School of Medicine or any of its departments and the College of Dentistry or any of its departments or its College of Nursing, who is not promoted at the expiration of ten years as a full-time assistant professor shall be ineligible for further full-time appointment.” Hence the last possible time for switching to a non-tenure track line should be specified.”**

As the probationary period for Assistant Curators is seven years [see University Bylaw 82 (d)] 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 very unusual situations.

**3. “Would it, in fact, be possible for someone to switch from a NTTF position to a TT one, as the proposal states? This is not possible elsewhere in the University. If it is possible, the proposal should clarify the point at which librarians are able to discuss and make such a switch? If it is not possible, it should be clearly indicated.”**

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 to Policies and Procedures for Appointment and Tenure at the School of Medicine (2010). 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 (SoM), EVPH, and Provost and must be considered fairly without preconceptions or bias with respect to the granting of tenure.

**4. “If a TT or NTTF librarian and his/her Chair or Dean are unable to agree on the issue of switching tracks, grievance procedures to adjudicate such differences should be in place and clearly described.”**

Grievance procedures relating to switching from the TT track to the NTTF track would follow procedures outlined in the Faculty Handbook, Faculty Grievance Procedures, with respect to grievances that are “connected to appointment, reappointment, promotion or tenure.” Grievances related to switching from the NTTF track to the TT track would follow procedures outlined therein with respect to grievances “concerned with other matters, such as duties, salaries, perquisites and working conditions.” In all cases, the decision itself is not cause for grievance but the process could be.

**5. “In light of the fact that the current group of TT librarians has not been properly mentored with respect to expectations or their likelihood of getting tenure, a program of remediation should be in place for those who wish to continue on the TT. We recommend extending the probationary period by an appropriate time so as to conform to the guidelines for notification stipulated by SoM policy.”**

Library faculty entering tenure track in the past year (2011) have been mentored. 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.

Again, we appreciate your careful review of this policy, and your recommendations.

**Attachment:**

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

cc: Steven B. Abramson  
Peter Gonzalez  
Robert Grossman  
Mary Ann Jones  
Ted Magder  
Carol Morrow  
Neil Rambo  
Ron Robin  
Diane Yu

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

Addendum (Revised November 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.

Grievance procedures relating to switching from the TT track to the NTTF track would follow procedures outlined in the Faculty Handbook, Faculty Grievance Procedures, with respect to grievances that are 'connected to appointment, reappointment, promotion or tenure.' Grievances related to switching from the NTTF track to the TT track would follow procedures outlined therein with respect to grievances 'concerned with other matters, such as duties, salaries, perquisites and working conditions. In all cases, the decision itself is not cause for grievance but the process could be.

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.

## Suggested Track Distinctions

### 1. Effective Performance

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

### 2. Scholarship

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

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.